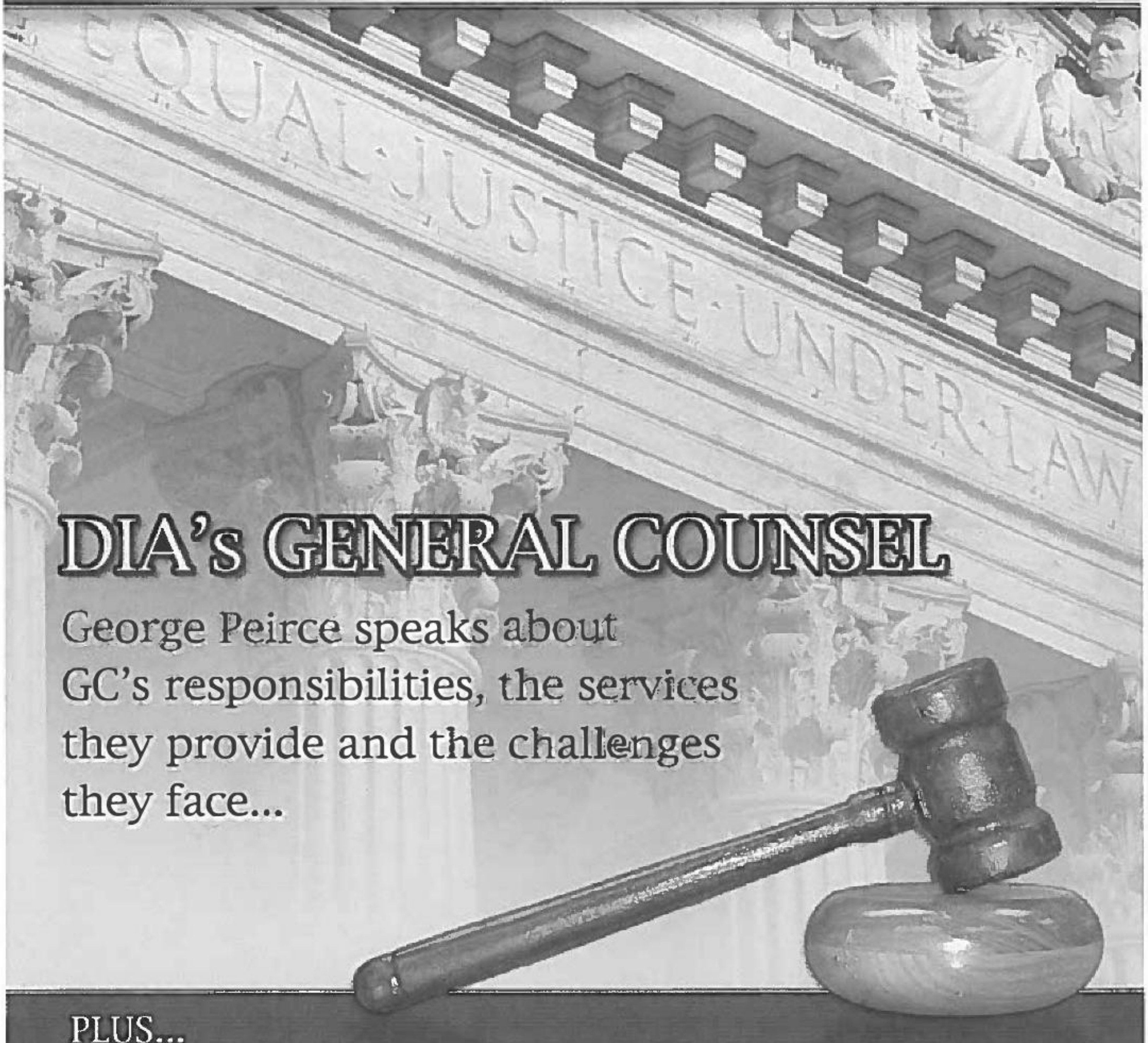
COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

COMMUNIQUÉ

JANUARY/FEBRUARY 2006

A DEFENSE INTELLIGENCE AGENCY PUBLICATION



DIA's GENERAL COUNSEL

George Peirce speaks about GC's responsibilities, the services they provide and the challenges they face...

PLUS...

- DIA Supports the Homeland After Hurricane Katrina
- DIA's IEO Hosts Quarterly Attaché Policy Luncheon
- DoDIIS Way Ahead for Dummies
- Employee Management Relations: Getting the Job Done

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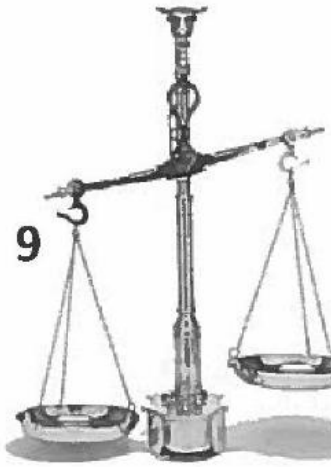

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ARTICLE SUBMISSION DEADLINES

March/April 2006 Issue - Feb. 10, 2006
May/June 2006 Issue - April 11, 2006

Meeting DIA's Strategic Plan: INFORMATION SHARING

By Office of the General Counsel Staff

In the aftermath of the Sept.11 attacks, the entire intelligence community (IC) has been challenged to enhance its ability to collect, evaluate and disseminate foreign intelligence to combat terrorism and protect the security of the United States and its interests. Our elected and appointed leaders have stressed that information sharing become the norm rather than the exception. For example, the director of national intelligence now has a statutory responsibility to improve sharing throughout the IC. These demands for enhanced sharing have prompted a plethora of authorities and provisions for information sharing. An illustrative but not exclusive list includes:

- The "Intelligence Sharing Procedures" disseminated by the attorney general on March 6, 2002, to supersede prior procedures and to permit the exchange of information and advice between intelligence and law enforcement officials, and submitted by the Department of Justice to the FISA Court as minimization procedures. See the FISA Court of Review opinion In Re: Sealed Case Nos. 02-001, 02-002, 310 F.3d 717 (US FISCR 2002).

- The memorandum of understanding concerning information sharing signed by the attorney general, the director of central intelligence and the secretary of homeland security in March 2003.

- The Sept. 21, 2001, memorandum from the attorney general to all Department of Justice components directing that information within the control of those components that exposes a credible threat to public safety or national security, or that might otherwise enhance the public safety or national security, be made available to appropriate federal, state and local officials in order to prevent another act of terrorism.

- Executive Order 13388 of Oct. 14, 2005, "Further Strengthening the Sharing of Terrorism Information to Protect Americans."

- Section 1016 of the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA), (Pub. L. No. 108-458).

- The Homeland Security Information Sharing Act, Subtitle I of Title 8 of the Homeland Security Act of 2002 (Pub. L. No. 107-296).

- Homeland Security Presidential Directive-6 of Sept. 16, 2003, "Integration and Use of Screening Information."

- Director of Central Intelligence Directive 8/1 of June 4, 2004, "Intelligence Community Policy on Intelligence Information Sharing."

- White House memorandum of Dec. 16, 2005, "Guidelines and Requirements in Support of the Information Sharing Environment."

New and demanding consumers of intelligence, advances in information technology and the immediacy of the terrorist threats

require that DIA have access to a wide variety of intelligence. This is especially relevant since the secretary of defense has the statutory responsibility, through DIA, for the "continued operation of an effective unified system within the Department of Defense for the production of timely, objective military and military-related intelligence based upon all sources available to the intelligence community," in accordance with 50 U.S. Code 403-5 (b)(4).

Interestingly, a comprehensive interagency study of information sharing impediments conducted in accordance with fiscal year 2004 congressionally directed actions, titled the Consolidated Report of the Information Sharing Working Group of December 12, 2004, determined that there are no significant legal impediments to sharing national security information between and among the IC, DoD and federal law enforcement and homeland security agencies. In short, there are no clear legal "show stoppers" to other members of the IC and law enforcement communities sharing information with DIA.

Instead, overly conservative policy judgments and/or unnecessarily restrictive interpretation of relevant authority, not legal impediments, prevent information sharing. Cultural proclivities represent the primary impediments to enhanced information sharing. Greater information sharing with DIA is not only legally permissible and justified, given DIA's mission and the current operational environment, but also legally mandated, given the IRTPA requirement to create an information sharing environment. All DIA personnel are encouraged to contact Office of the General Counsel (GC) if they are denied access to information by other agencies based on an assertion that sharing would be "illegal."

DIA LOGISTICS OPERATIONS Center

By Terri L. Skender, DA

The DIA Logistics Operations Center (DLOC) is DIA's new warehouse and operations facility. The DLOC is located on 8.25 acres in Landover, Md., and provides a consolidated location supporting agency deployments, staging and industrial logistics operations.

The DLOC provides material support to include property accountability, stock control, air transport pallet build capability, warehouse operations, transportation, storage and disposal. Warehouse operations use state-of-the-art technology such as radio frequency identification and mobile scanning devices which streamline the logistics functions.

Also featured is an 850 sq. foot armory which allows for intermediate-level and limited depot-level weapons maintenance. In the future, an ammunition vault will be installed to expedite operation, repair and storage of ammunition for more than 500 weapons.

Photo by Terri Skender, DA

Warehouse dock and truck unloading/loading goods.

The DLOC's warehouse area contains 185,000 sq. feet of storage and racks more than 25 feet high — compared to the former DIA warehouse, which had approximately 75,000 sq. feet of single-level-storage. There are 27 shipping/receiving doors; staging areas for building pallets; and three additional storage areas for specialized equipment to support rapid deployments.

The DIA Deployment Center (DDC) is located in the DLOC to better meet deployment needs. The DDC has classrooms and conference rooms available for briefings and training to include the Basic Tactical Military Familiarization Course. The DLOC also houses a Central Issue Facility (CIF), which, in the near future, will provide personnel the equipment needed for their deployment. Space has been reserved for an onsite medical office that will provide medical screenings and shots for deployments.

Currently, there are 31,000 sq. feet of usable office space, featuring a variety of closed offices, cubicles spaces and teaming areas. The DLOC holds the potential for a total of 85,000 sq. feet, dependent on the availability of funds for construction. There are two conference rooms with one complete with video teleconferencing capability. Also featured are four classrooms; one with the capability to accommodate classified meetings. The classrooms hold approximately 45 people and are suitable for off sites, meetings and small conferences. There are also 350 parking spaces.

The DLOC will provide one-stop shopping for material support, streamlining logistics functions and improving customer service. If you would like to reserve a classroom, please contact Chris Williams at (301) 394-5596. For more information about the DLOC facilities, contact "Peggy" Peters, chief of logistics division, at (301) 394-5305.

Photo by Terri Skender, DA

Top - Warehouse at the DLOC.

Right - Kendrea DeLauter, office chief for engineering and logistics services (DAL), addresses DAL employees at a townhall in the DLOC classroom.

Photo by Terri Skender, DA

DIA SUPPORTS the HOMELAND After Hurricane Katrina

By Michael B. Zimmer, DI and David Pan, DT

On Aug. 29, Hurricane Katrina made landfall near New Orleans. Hurricane winds and rain ravaged the region's infrastructure leaving in its wake a flooded path of destruction on an enormous scale. The destruction made it hazardous for local citizens and rescue workers to remain in the area. As domestic relief agencies scrambled to assess the scope of the disaster, DIA's Directorate for Analysis (DI) and Directorate for MASINT and Technical Collection (DT) received tasking to support the homeland during Hurricane Katrina relief efforts. Analysts responded to time-sensitive requests for information from the Department of Homeland Security (DHS), U.S. Northern Command (NORTHCOM), U.S. Transportation Command (TRANSCOM) and National Geospatial-Intelligence Agency (NGA). In addition, analysts were deployed to the storm-ravaged region to assess damaged infrastructure and hazardous material spills using the full spectrum of tools available to the intelligence community (IC). DIA's extensive experience in assessing foreign civilian and military infrastructures and its developed measures and signature intelligence (MASINT) capabilities helped domestic agencies, the National Guard and other military units respond to the crisis.

One of DIA/DT's DC-3 aircraft conducting MASINT collection operations over New Orleans.

Photo submitted by DI

Analyzing Domestic Infrastructure in the Gulf Region

On Sept. 2, DI's Military Infrastructure Office (MIO) answered the call to support the homeland during the Hurricane Katrina relief efforts. Transportation, logistics, industry and energy infrastructure analysts worked on time-sensitive requirements by assessing overall civilian sector damage. Analysts were also deployed to Texas to assess the storm-ravaged region's damaged infrastructure and hazardous material (HAZMAT) spills. Prior to the requests for intelligence support to the Gulf region, MIO set up an informal Hurricane Katrina infrastructure cell to interface with DHS, NORTHCOM, TRANSCOM and NGA. MIO's strength in assessing foreign infrastructure shined through as it applied its expertise to domestic infrastructure.

MASINT 3-D laser image of damaged I-10 Bridge Lake Ponchatrain.

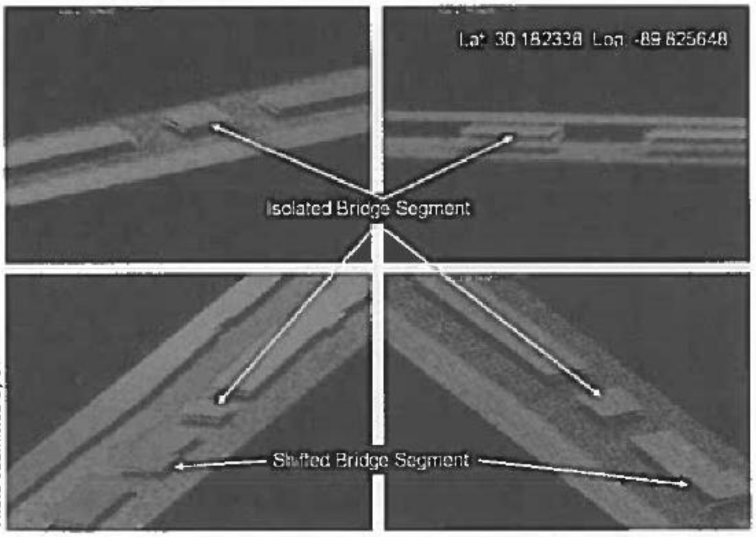


Photo submitted by DI

During the weeks that followed Katrina's initial damage, MIO provided value-added analysis such as industry consequence assessments, transportation route studies and infrastructure damage assessments, which examined more than 150 rail and road bridges as well as industrial facilities. In addition, MIO partnered with DT in its efforts to employ MASINT research and development (R&D) sensors against environmental HAZMAT spills and compare their signatures to traditional electro-optical imagery signatures. MIO deployed three analysts: McArthur Billings, Military Industries EUCOM/SOUTHCOM (MIO-7); Eric Olsen, Mobility and Sustainability Asia/Europe (MIO-1); and Jamone Nunnery, Energy Systems (MIO-3), for up to one month to directly support the MASINT relief efforts. Weekly reports were sent back to DIA assessing the damage to the infrastructure and the value of the MASINT R&D sensors. These reports were evaluated and disseminated to requesting domestic customers.

R&D Sensors Assist Relief Efforts

DT rapidly fielded an airborne MASINT collection, Processing, Exploitation and Dissemination (PED) effort in response to a NORTHCOM tasking. The DT PED cell used two, leased DC-3 aircraft containing various MASINT R&D sensors, along with DIA/DT personnel and analysts from other IC and government agencies, including National Air and Space Intelligence Center, National Ground Intelligence Center, Army, NGA and the Environmental Protection Agency.

The team operated the various on-board sensors and equipment and conducted post-mission processing, exploitation and dissemination activities. The effort was based out of an airfield in Waxahachie, Texas. The aircraft flew multiple missions over four weeks to the storm affected areas along the Gulf Coast. The rapid DT response allowed the first DIA mission to be flown Sept. 2. More than 250 MASINT-based analytical products pinpointing possible HAZMAT locations and infrastructure damage were produced and immediately disseminated to relief agencies, ranging from the Federal Emergency Management Agency (FEMA), the National Guard and to many other federal, state and local government agencies. A dedicated Web site hosting the products was accessed by users more than 7,000 times during this period. Feedback from FEMA

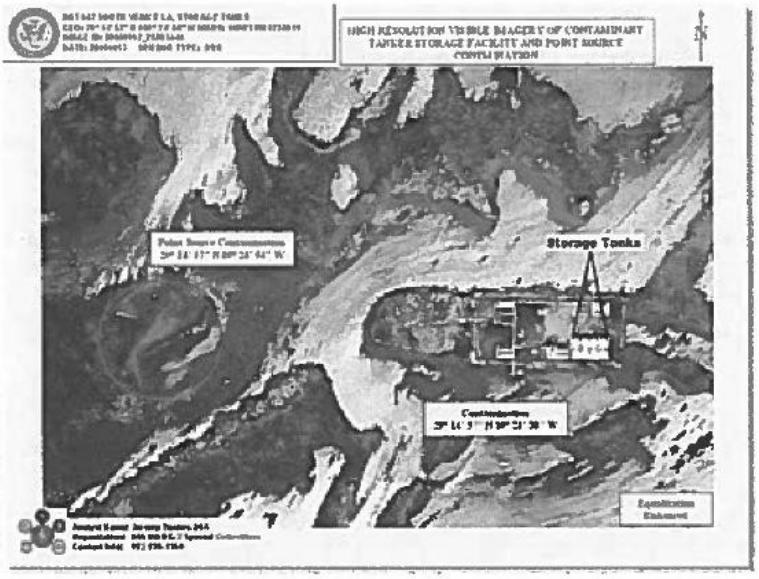

HIGH RESOLUTION VISIBLE IMAGERY OF CONTAMINANT TANKER STORAGE FACILITY AND POINT SOURCE CONTAMINATION
N
Point Source Contamination
Storage Tanks
Contamination

Photo submitted by DI

Photo submitted by DI

Above - MASINT analysts at their deployed workstations processing and analyzing the collected data at Waxahachie, Texas.

Left - MASINT Image of Industry HAZMAT Spill, Louisiana.

was overwhelmingly positive, and the lessons learned from this effort are forming the basis for future disaster response missions in support of NORTHCOM.

Turning Over Responsibility

As the domestic agencies responsible for homeland defense became more proficient with the damage assessment process during the month of September, MIO turned over responsibility and returned to its primary mission of foreign infrastructure assessments. However, the analysts deployed from DT and MIO continued to work on MASINT assessments through early October. DI and DT will partner on future MASINT infrastructure exploitation requirements to enhance the community's analytical capabilities. DT's National Signatures Program recently conducted natural disaster response focus days, with participation from the various federal agencies that would become involved in future hurricane relief. The resulting collaboration among the various agencies will allow for smoother and more efficient information sharing in future federal natural disaster and emergency response efforts. In addition, MIO analysts briefed the infrastructure assessment outcomes to the conference on Intelligence Support for the Department of Defense (DoD) Critical Infrastructure Program sponsored by the Critical Infrastructure Protection & Homeland Security/Defense Office. DIA is responsible for ensuring intelligence support to the rest of DoD's critical infrastructure sectors through this office.

DI's and DT's support to the Hurricane Katrina crisis set a unique precedent. DIA's performance was second to none, as all personnel involved excelled in supporting our country's citizens and military. DIA should be proud of its efforts in protecting American citizens both home and abroad.

Many thanks go to DI and DT analysts directly supporting Hurricane Katrina relief efforts:

Allison Eichner, MIO-1
Patrick Yeager, MIO-2
IS2 Chris Berry, MIO-2
Ho Yan Chan, MIO-1
William Kolodrubetz, MIO-6
Teresa Love, MIO-7

John Ijams, MIO-7 (NGA)
Sara Nickell, MIO-7
Adam Zeimetz, MIO-6 (NGA)
Frank Williams, MIO-7
Lt Col Robert McDonald, DTT
Maj Steve Russell, DTT

Capt. David Johnston, DT
Warren 'Hank' Fowler, DTO
Tom Brown, DTO
Charles Golanics, SAIC/DT-NSP
Christopher Rowley, SAIC/DT-NSP
Jeremy Tucker, SAIC/DT

SCI FACILITY MANAGEMENT System

By Ray F. Kinard, DA

The Office for Security Operations and Antiterrorism, DoD SCIF Support Branch (DAC-2A2) is responsible for securing Department of Defense (DoD) Sensitive Compartmented Information (SCI) information and facilities worldwide. In order to conduct daily intelligence business, DIA, the intelligence community (IC) and DoD intelligence organizations must use, store, discuss, transport, destroy and electronically process large quantities of SCI. DAC-2A2 inspects and accredits DoD SCI Facilities (SCIF) to ensure applicable physical security requirements are met so information can be used in a secure environment. Additionally, DAC-2A2 works to prevent and detect visual, acoustical, technical and physical access to SCI by unauthorized personnel.

Recently DAC-2A2 undertook a complex eight-month process to transition the hardcopy filing system containing more than 3,000 files into an electronic database currently now known as the SCI Facility Management System (SFMS). Previously, our hardcopy file system was a sequenced process and did not allow concurrent task processing, such as performing physical and TEMPEST accreditation simultaneously. This sequential processing created bottlenecks and delayed the processing of accreditation in a timely fulfillment of the customer's requirements. The new SFMS however, enables the physical security, inspection and TEMPEST/technical teams to receive and process the work more effectively by allowing multiple security officers to work all portions of an inspection simultaneously.

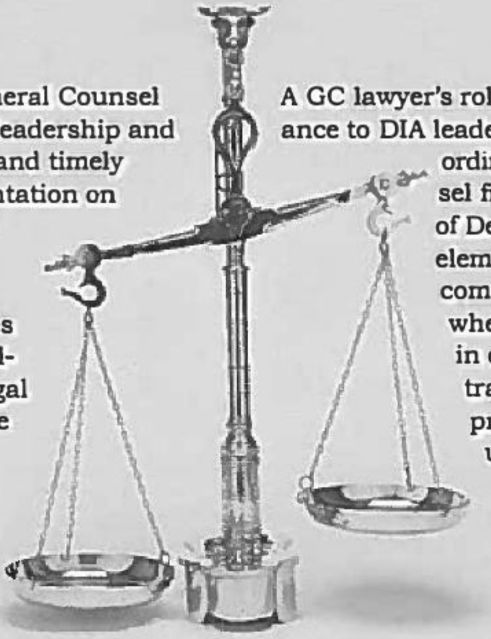
SFMS is in the early development stage, and improvements will be delivered in the future. SFMS currently relies on an honor system in which customers are required to update time-sensitive material such as response times for inspection findings, contract-related material (DD254s) and waivers — with no verification ability by Counterintelligence and Security Activity (DAC) security officers. In February, SFMS will evolve to the System for Anti-Terrorism and Security Operations (SASO) database with the addition of several new and important functions. The SASO will contain an alert section to notify security officers immediately of when time-sensitive materials have expired. In addition, SASO will reflect worldwide threat levels to provide a more accurate and prompt review of TEMPEST requirements and aid customer prioritization. Finally, SASO will improve process efficiency by permitting the customer to populate their SCIF action requests directly into the database via the Joint Worldwide Intelligence Communications System (JWICS) and immediately receive an action request number. Customers will then be able to follow the progress of their requests.

These database improvements will assist DAC-2A2 in their efforts to ensure that all applicable SCIF physical-security requirements are met. In turn, this will enable DIA and other DoD intelligence organizations to use and process SCI in a secure environment as they "provide timely, objective and cogent military intelligence to war fighters, defense planners and defense and national security policy-makers."

To receive more information please contact Nicholas Vukadinovich at (703) 907-1299.

Using the Law as a Force Multiplier – DIA's Office of the GENERAL COUNSEL

By Office of the General Counsel Staff



DIA's Office of the General Counsel (GC) provides DIA's leadership and directorates with sound and timely legal advice and representation on all legal aspects of DIA's worldwide intelligence mission. GC attorneys know that changing times and new operational challenges for DIA require legal solutions that employ the law as an enabler and force multiplier for mission success.

Currently located at the Pentagon, Clarendon and the Defense Intelligence Analysis Center, with attorneys embedded in three directorates and a special staff office, GC's attorneys, paralegal specialist and office administrators tackle a myriad of legal issues. They include, among others, questions generated by human intelligence (HUMINT) operations; international agreements; counterterrorism; government contracts; fiscal management; government ethics; diversity management and equal employment opportunity (EEO); and civilian and military personnel actions.

A GC lawyer's role may involve guidance to DIA leaders, staff meetings, coordination with legal counsel from the Department of Defense (DoD) and other elements of the intelligence community and litigation where GC represents DIA in contentious administrative or federal court proceedings. Teaming up with DIA's Office of the Inspector General (IG), GC also provides an essential role in oversight of all intelligence activities within the agency. In carrying out this variety of legal responsibilities, GC lawyers continue to build and maintain strong professional relationships with attorneys throughout the intelligence and national security communities.

Led by General Counsel George Peirce and his three deputies, GC currently has 16 attorneys, a paralegal specialist and two office administrators on its roster, with one additional attorney soon to join its ranks. The office is reinforced by an

Army Judge Advocate General's Corps (JAGC) Reserve officer and a part-time law student employee. That's still a lean legal crew to advise and represent an organization with more than 7,500 employees stationed throughout the world, and some of GC's talents are currently on loan to others.

"Army JAGC Col. Susan Gibson, assisted by her colleagues, drafted the new DoD Directive on Intelligence Interrogations and developed a legal briefing on the law of war and humane treatment of detainees."

GC's Pentagon contingent includes Peirce, who is the designated agency ethics official, and his principal deputy, Robert Berry, a former Green Beret and Vietnam Silver Star winner who is GC's institutional memory, with more than 20 years of dedicated legal service to DIA. Berry's sage advice and insights influence every aspect of GC activities. Peirce and Berry are joined by Assistant General Counsels Nancy O'Hanlon, Robert Schapler, Navy JAGC Cmdr. Pete Schmid and Elisa Skibsrud; GC Executive Officer Army Maj. Yvonne Breece; Paralegal Specialist Eileen Bradford; and Administrative Assistant Jackie Burrows. Filling out the Pentagon office on a part-time basis are Army Reserve JAGC Capt. Matthew Gettman, who has served in the American Embassy Beijing and does his annual two weeks of duty here, and Matthew Ricciardi, a computer wizard currently dividing his part-time job between the Directorate for Intelligence (J2) and GC while he completes law school at The George Washington University. Skibsrud, a recent law school graduate who interned at both DIA and the International Committee of the Red Cross, recently joined GC's Pentagon office in October.

The Pentagon office handles a broad range of legal challenges. O'Hanlon, who joined GC 13 years ago right out of law school, provides day-to-day management of the DIA ethics program, coordinates legislative initiatives and handles fiscal law questions as well as certain civilian personnel matters. O'Hanlon monitors the financial disclosure reporting requirements applicable to certain DIA employees and provides ethics training, including her presentations to all DIA 101 and Tomorrow's Intelligence Professionals (TIP) classes. She also provides guidance for individual employees concerning potential conflicts of interest, limitations on political activities and other ethics matters of concern. Departing and retiring personnel are also counseled on post-government employment restrictions. These are all part of GC's continuing effort to keep DIA employees clear of ethical troubles, or, as a former DIA senior official has put it, "to keep us off the prison volleyball team."

When it comes to legal combat, Schapler is DIA's litigation attorney for EEO and other civilian personnel cases, as well as Freedom of Information Act (FOIA) and Privacy Act challenges. He is a former Navy JAGC officer who served as command judge advocate for the carrier USS America and for the carrier battle group, and is now a master's degree candidate at the Joint Military Intelligence College (JMIC). Schapler is ably assisted in his litigation efforts by Bradford, a former Army air defense artillery officer. Bradford is a veteran of the massive tobacco litigation brought by the Justice Department, where she served with distinction before joining DIA.

Schapler and Bradford are joined in the Pentagon by Schmid, whose Navy legal career has included sea duty as command

judge advocate for the carrier USS John F. Kennedy. Schmid focuses on international and federal legal proceedings, including war crimes tribunals and Justice Department prosecutions of terrorist cases, with the active assistance of Breece. He reviews DIA's many intelligence cooperation agreements with foreign intelligence services, and teaches the law of war to both DIA 101 and TIP classes. Schmid has also assumed a prominent role in pursuit of information sharing initiatives within the U.S. intelligence community, provides advice on military personnel issues and reviews all FOIA appeals brought by requesters seeking DIA documents under federal law.

> "O'Hanlon provides guidance for individual employees concerning potential conflicts of interest, limitations on political activities and other ethics matters of concern."

All of the Pentagon attorneys benefit from the dedicated efforts and support of Breece and Burrows. Breece is an Army military police officer armed with a law degree to keep the lawyers in line, and has introduced innovative management systems to improve office operations. Burrows, a 14-year-veteran of GC, maintains the extensive office legal files, serves as GC's administrative assistant and represents the office as a member of the DIA Council of Employees.

GC's Clarendon office, led by Deputy General Counsel for Operations James Schmidli, is devoted to supporting the Directorate for Human Intelligence (DH). The Clarendon legal team will relocate to the new DIAC Expansion Building along with DH. Schmidli, a retired Army JAGC colonel and former staff judge advocate of the Army's Intelligence and Security Command, is involved in finding legal solutions to support some of DIA's most complex and sensitive operational challenges. He is reinforced by Assistant General Counsels Carl "Bud" Meyer, Terry Bathen and Earl Matthews, a recent master's degree JMIC graduate, Army JAGC Reserve captain, and veteran of Operation Iraqi Freedom. These four attorneys are supported by Robin Gray, their administrative officer, whose superb management skills and dedication to the mission of the office are manifested every day. Gray makes an indispensable contribution to GC's ability to support its clients.

The Clarendon office's extraordinary contributions in support of DH's mission success were recognized in 2004 when the office received a team award from former Director Vice Adm. Jacoby. Their efforts have covered the spectrum of legal considerations raised by HUMINT operations, including, for example: cover support, coordination of activities with other agencies, the defense attaché system, HUMINT training and formulation of legislative proposals to better enable DH to accomplish its mission.

In addition, Army JAGC Col. Susan Gibson — who is currently on a one-year detail to the Office of the Director of National Intelligence's Office of the General Counsel — assisted by her colleagues, drafted the new DoD Directive on Intelligence Interrogations and developed a legal briefing on the law of war and humane treatment of detainees that is provided to all DIA personnel either deploying to or deployed in overseas areas where they may encounter foreign detainees. Meyer, a retired Army JAGC officer and DIA's real Senior Marine — joined the Corps on June 27, 1956 — is also involved in the briefings for deploying and deployed personnel, and

in the Army as both a military intelligence officer and judge advocate, has ably assisted the DoD General Counsel and the Office of the Undersecretary of Defense for Intelligence (USDI) on major initiatives such as the USDI Charter. Bathen, assisted by IG investigators, recently completed an extensive review of DIA's involvement with the foreign source known as "Curveball," and was the principal drafter of a detailed report to Jacoby on that subject.

Three GC attorneys are co-located with their principal DIA clients at the DIAC. Deputy General Counsel for Counterterrorism Warren Hall was the staff judge advocate (SJA) for the Army's 1st Infantry Division in Operation Desert Storm, SJA for the NATO Stabilization Force in Sarajevo, Bosnia, and served as the combatant command SJA at both U.S. Southern Command and European Command. Hall is the first line of legal support for the Directorate for Analysis (DI) and, in particular, its Joint Intelligence Task Force for Combating Terrorism (JITF-CT). He has been at the forefront of efforts to ensure that legal and regulatory guidelines on access to information and information sharing are not misinterpreted and do not impose needless restrictions on JITF-CT's activities. His intelligence oversight program for JITF-CT drew high praise from the Office of the Assistant to the Secretary of Defense for Intelligence Oversight, prompting both the Army and Air Force general counsels to personally attend briefings presented by Hall.

Alan Ott, who was embedded in the Directorate for Human Capital (HC), is now commanding an Army military intelligence battalion in Iraq as a mobilized Army Reserve lieutenant colonel. Assistant General Counsel Andrew Binstock, a former GC summer intern, has taken over the human capital legal work at the DIAC. Binstock also contributes actively to a variety of other important initiatives, including GC's continuing efforts to break down barriers, real or imagined, to information sharing and all source analysis within the intelligence community. Binstock has also reinforced Schapler on the litigation front with notable success.

In addition to Binstock, Hall is joined at the DIAC by Air Force JAGC Lt. Col. Joseph Treanor, whose office is within the Acquisition Executive's Virginia Contracting Activity (AE-2). Treanor came to GC by way of Air Combat Command and the 10th Mountain Division's Camp Justice in Iraq, where he led the effort to collect documentary evidence for the Iraqi criminal prosecution of Saddam Hussein. Treanor is now the GC lawyer dedicated to supporting DIA's government contracting activities. Since arriving at DIA one year ago, Treanor has provided legal review of more than 640 contracting actions valued in excess of $436 million.

As DIA grows, GC has kept pace with the needs of its rapidly expanding client base. In that regard, one more attorney, Assistant General Counsel Kenneth Miller, has recently joined the GC team and a second is expected in the near future. Miller, a retired Army JAGC officer and former deputy staff judge advocate of U.S. Pacific Command, is dedicated to supporting the newly formed Defense HUMINT Management Office (DHMO), as it moves to shape HUMINT policies and procedures within DoD. A second new legal billet will be filled to support the Defense Cover Office (DH-PC) and the Joint Field Support Center, which will present a unique blend of legal considerations in a fast-paced operational environment. GC's legal team is dedicated to the success of its clients and DIA's critical intelligence contributions to our nation's defense.

DIA's Knowledge Lab:
ZERO TO SIXTY in Record Time...
And It's ONLY THE BEGINNING

By Adrian "Zeke" Wolfberg, CS

To truly improve all-source intelligence operations, DIA's Knowledge Lab must not only identify, test and field innovative knowledge management techniques, it must also raise awareness throughout the agency of these practices and processes developed. Why? New practices will only have an impact when directorates know about and implement them. Improving all-source intelligence operations will help DIA's customers in the field accomplish critical missions in worldwide operations.

How fast a car can accelerate from 0 to 60 mph is a common measure of the car's performance. How fast the Knowledge Lab raises awareness of new practices and gets them fielded is a critical measure of its performance. The Knowledge Lab started in January 2005 with no agency awareness. By December, the lab had created a network of volunteers across the agency to identify opportunities to implement proven knowledge practices in support of all-source intelligence operations. Personnel from the Office of the Director of National Intelligence (ODNI), the National Security Agency (NSA), the CIA, the FBI and other organizations have also reached out to the lab for assistance in finding out about and implementing practices.

The Knowledge Lab embraced a dynamic and aggressive communication strategy from the start and identified specific communication goals even before the first pilot project began. Instead of trying to raise awareness across the agency simultaneously, the lab chose to sequence and target awareness to specific people – primarily decision makers throughout the agency who could utilize the lab's proven practices. By consistently focusing its messages, the Knowledge Lab hopes to reach a tipping point at the right time – when pilot activities have proven the value of new practices and the agency can realistically plan to improve operations based on selected implementations. To date, the lab has primarily used print and face-to-face communications strategies.

Print publications played a key role in raising awareness in the first half of 2005.

Early on, the InterComm newsletter and the Communiqué magazine served as regular venues for getting the lab's message out. This partnership with DIA's Public Affairs Office (CP-P) has proven extremely valuable. From April to August, the InterComm carried several articles laying the groundwork for a clear understanding of the mission and goals of the Knowledge Lab. Subjects included how knowledge can revolutionize all-source intelligence and how innovative approaches to knowledge have benefited businesses in the commercial world. Other articles have featured descriptions of Knowledge Lab pilot activities such as Fast Learning and

Social Network Analysis, and the launch of Full Spectrum Analysis.

The Communiqué focused on profiles of the volunteers who make up the Knowledge Council. These articles exposed that real DIA intelligence professionals are committed to the goal of improving all-source intelligence operations through the activities of the lab, demonstrating this is not just a leadership-driven initiative. While the Knowledge Lab certainly has senior leadership endorsement, its success depends on the support of personnel at all levels of the agency.

From DIA Strategic Plan Fiscal Years 2006-2011

Objective 3.3 Improve culture, processes and infrastructure to support application of information and expertise.

As an intelligence organization, DIA's culture must encourage critical thinking, innovation and risk taking. In recognition of these needs, DIA will broaden application of the Knowledge Lab, which identifies and fields best practice knowledge management techniques from the private sector and academia. DIA will:

- Broaden awareness, availability and application of Knowledge Lab programs to support knowledge sharing, critical thinking and communication techniques.

- Strengthen after-action review and lessons learned processes to broadly share findings and institutionalize recommendations.

Another major component of the communication strategy has been face-to-face communications, both formal and informal. Early in 2005, the Knowledge Council formed a network that spanned across all directorates and various locations, creating a key source of support and access to leadership at multiple levels. In the spring, Knowledge Council members began a series of visits with their managers. These informal sessions kept managers up-to-date about the pilot activities of the Knowledge Lab and gave the lab vital information about issues managers across directorates believed need to be addressed. These sessions provided the lab with the additional benefit of practicing storytelling techniques and gauging their immediate positive impact.

Informal face-to-face meetings with employees and managers remain the most important communication method for the near-term, even though they require an outlay in precious time. The reason for the extraordinary value placed in face-to-face communications is that the transmission and understanding of fundamentally new ideas and processes is neither simple nor fast. It requires the listener to reconsider what they think about so they can apply the value of the Knowledge Lab's role and ideas within the context of their work. Only then can they consider a way to operationalize the lab's value in their own terms.

An upcoming challenge for the Knowledge Lab is building a more formal means of face-to-face communication, especially for those new to DIA. One concept would allow new DIA employees to learn through DIA 101 or the Tomorrow's Intelligence Professionals (TIP) course about the mechanisms for making suggestions or implementing Knowledge Lab ideas in their new work environments. This early, formal introduction would result in even broader agency-wide application of the tools and benefits available to the work force through the Knowledge Lab.

The most critical way for the Knowledge Lab to spread the word about how its innovative practices can improve intelligence operations is by demonstrating the value of its knowledge. Through most of 2005 the first wave of pilot projects produced promising results. Now as we move into 2006 new pilots are underway that will apply the successes of those first pilots more directly to agency operations.

In making itself known inside and outside DIA, the Knowledge Lab has demonstrated some quick wins. The ability to communicate these successes is vital to the lab's mission. The lab has reached out using multiple forms to audiences across and beyond DIA. From print media to informal and formal face-to-face information sessions, the lab uses available tools to reach target audiences with success stories that can improve intelligence operations. Rapid agency awareness of the Knowledge Lab's results leads to more rapid adoption of new practices, and that means ever increasing capability to execute all-source intelligence operations.

GEOINT 2005 Symposium

By Mark G. Marshall, MC

Christine McKeown, DIA executive representative to the National Geospatial-Intelligence Agency (NGA), led a group of eight DIA employees to the GEOINT 2005 Symposium in San Antonio, Texas, from Oct. 30 through Nov. 2. More than 2,100 attendees participated in the third annual symposium sponsored by the U.S. Geospatial Intelligence Foundation. This year's theme was "Securing Freedom, Defeating Threats." The scope of the symposium reached far beyond geospatial intelligence (GEOINT), imagery intelligence (IMINT), cartography, and military geography. It included how geospatial technologies can further the national security agenda in a time of geopolitical change and intelligence community transformation.

The GEOINT 2005 Symposium featured impressive keynote speakers, such as retired Air Force Lt. Gen. James R. Clapper, director of NGA; Army Lt. Gen. Keith Alexander, director of the National Security Agency (NSA), retired Army Col. Kenneth Allard, NBC News commentator; retired Coast Guard Adm. James Loy, formerly of the Department of Homeland Security; R. James Woolsey, former director of central intelligence; and Air Force Gen. Michael V. Hayden, principal deputy director of national intelligence (DNI).

On the final day of the symposium, Hayden delivered one of the best speeches. He spoke in general about the DNI's five authorities: budget, collection management, policy, personnel and security; but spoke in more detail about the introduction of the DNI to the intelligence community (IC) and presented a "report card" on the first six months of the DNI.

geoint2005
geoint

photo submitted by MC

Director of NGA, retired Air Force Lt. Gen. James R. Clapper Jr., addresses the symposium.

With the standup of the organization, the DNI has two main priorities. First, the DNI is the senior intelligence advisor to the president and second the DNI manages the IC. Within the first six months, the DNI created the Open Source Center by pulling the Foreign Broadcast Information Service out of Central Intelligence Agency to form a core upon which to expand. This allows analysts across the community to use information that was not necessarily stolen. The DNI also established a National Clandestine Service to manage human intelligence (HUMINT) conducted anywhere. Hayden saw this as a parallel to his authorities as the former NSA director. One issue to be resolved in the near future is "Who pays for intelligence analysis in the FBI, the attorney general or the DNI?" The DNI has also written the National Intelligence Strategy, which is entirely unclassified to facilitate transparency.

Hayden stated in the end, the nation "opted for coherency." Formerly, each organization tried to optimize itself; now, the DNI will optimize the whole.

The GEOINT 2005 Symposium also featured informative panels on "Threats in an Era of Transformation," "National Policy and Decision Making," and "GEOINT to the Last Tactical Mile" to just name a few. During these panels some issues were discussed that were specific to DIA interest.

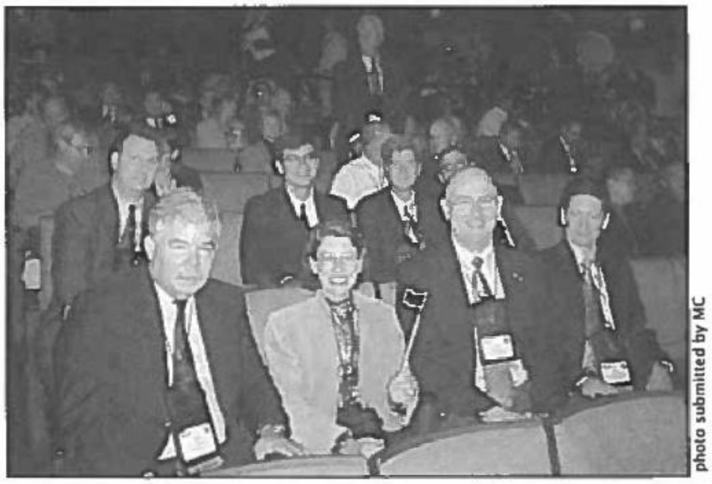


photo submitted by MC

DIA Contingent at GEOINT 2005 Symposium: From left to right, back row first: James Mancini, Brian Magana, Mark Emmons, Russell Milheim, Richard Gareau, Christine McKeown, Bill English and Mark Marshall.

Asked about the relationship between NGA and DIA, Clapper responded that a lot has been done to expand the NGA presence at the DIAC and Pentagon. Clapper also referred to the dedicated support to DIA by NGA's St. Louis, Mo., facility and NGA's support to attachés.

A member of the audience asked former Sept. 11 Commissioner Richard Ben-Veniste about the Able Danger data mining that identified Mohammed Ata and linked him to the other Sept. 11 terrorists as early as 1999. Ben-Veniste said important facts will come forward as time progresses, and that if in fact there was a connection, there seems to be scant evidence, except for the recollections of a few individuals, that a chart depicting the connection ever existed or was ever presented. Ben-Veniste thought the individuals were mistaken and stated that no one had been able to replicate the data mining results.

Speaking in a panel on National Policy and Decision Making, deputy undersecretary of Defense for Intelligence, Army Lt. Gen. William G. Boykin, spoke directly to DIA missions. Using U.S. Forces Korea as an example, Boykin emphasized that commanders need warning. Boykin said we must improve all-source analysis by improving analyst access to all intelligence data. Intelligence disciplines must be strengthened starting with HUMINT, counterintelligence and measurement and signature intelligence. Boykin elaborated on the joint intelligence operations center (JIOC) concept saying the purpose was to put intelligence and operations under one chain of command. Boykin said "the guy responsible for the [DoD] JIOC should turn to NGA, say what he wants, and get it."

In addition with the panels, an important part of any conference is networking with other professionals in your field of work. DIA personnel met with the director of NGA Production; the NGA business executive, which is the equivalent to DIA's chief of staff; the NGA director responsible for navigation production; the representative from National Air and Space Intelligence Center; the vice president of SAIC who contracts imagery services to DIA; and the representative from U.S. Central Command, among others.

Additionally, there were more than 100 commercial exhibitors that fit into four categories. Engineer companies with sensors on their Lear jets sold collection services. Small companies such as Bentley Systems, Inc. sold software. Larger companies sold hardware, such as ITT's onboard processing chips for Predator image data. Big contractors such as Raytheon sold both hardware and software. There were so many booths to visit that it took more than six hours to visit them all.

Every member of the DIA contingent agreed the symposium was well worth the time and travel. Mark Emmons, Directorate for Analysis, observed that the event was so beneficial that the agency should send someone from the Command Element to participate in a panel at next year's GEOINT symposium, Nov. 13-16 in Orlando, Fla.

Employee Management Relations: GETTING THE JOB DONE

By Mika J. Cross, HC

The Employee Management Relations (EMR) Team in DIA's Office of Human Resources (HCH) has one of the agency's most important and high-profile missions that is best described as a balancing act between supervisors, employees, agency leadership and federal law.

Much of their work is done behind the scenes – coaching managers; advising employees; coordinating with the offices of the Inspector General (IG), Equal Opportunity and Equal Employment Opportunity (EO), the Employee Assistance Program (EAP) and Counterintelligence and Security Activity (DAC); and upholding the efficiency of the federal service. Their jobs entail a wide variety of considerations, such as supporting the success and effectiveness of the DIA mission; facilitating the health, well-being and safety of DIA employees; ensuring the proper use of DIA property; and upholding public interest by maintaining the integrity of DIA's human resource practices.

On a daily basis, EMR specialists work with supervisors and employees to ensure mission accomplishment, while simultaneously protecting the interests of all employees to ensure fair and equitable treatment in the work place. Curtis Petersen, EMR team lead, regards EMR team members as teachers and advisors whose goal is to help bring out the best in all employees. This often includes counseling supervisors on how best to deal with performance or conduct issues, and use of the various leave programs and work schedule flexibilities to improve work/life issues for their employees.

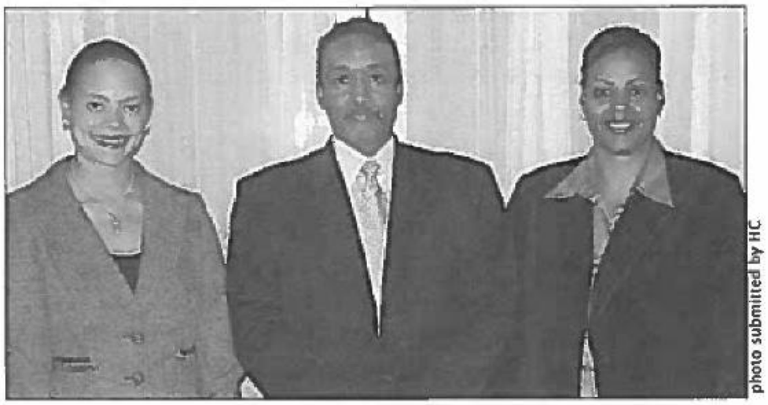


photo submitted by HC

Employee Management Relations Team members R. Kimberly Ritter, Curtis Petersen, Regina Shiver and Cheryl Boudreau (absent from photo).

Aside from offering training, roundtable advice and counseling services, the EMR team builds upon the management skills that are taught to new supervisors to help them work proactively with their employees.

"Sometimes ensuring mission accomplishment means taking steps to deal with poor work performance, disciplinary actions, conduct problems or medical issues that require special consideration," Petersen said. "We provide the tools for dealing with the difficult issues that affect employees at all levels."

The EMR team also works collaboratively with the General Counsel's (GC) office. Once adverse or performance-based actions are proposed by management, GC offers rulings on laws affecting federal employees and provides advice on the legality of implementing the proposed action. "We have a partnership with GC to ensure that all actions taken are legally defensible and are applied consistently in accordance with DIA, the Department of Defense and federal policy," said Petersen. "We are task oriented and here to ensure

that the DIA mission is carried out effectively."

The EMR Team is also available to counsel employees on many issues affecting the work place. Through policy issuances, interpretation of federal program guidelines and other resources, the EMR team's portfolio includes expertise in the following areas:

- **Performance management**
- **Hours of duty and work schedules**
- **Flexiplace**
- **Drug-free work place**
- **Trial period**
- **Leave programs**
- **Retention**
- **Disciplinary and performance-based actions**
- **Employee grievances**

HCH provides EMR consultation Monday through Friday, 8 to 11 a.m. and 1 to 4 p.m. at the Defense Intelligence Analysis Center. Appointments for one-on-one consultations can be made by calling (202) 231-4044. Employees assigned to DIA's Directorate for Human Intelligence are serviced through the Civilian Personnel Branch in Hanover, Md., which can be reached at (301) 677-2134, extension 6371.

DIA's Office of the ACQUISITION EXECUTIVE Reorganizes

By Elizabeth A. Battles, AE

DIA's Office of the Acquisition Executive (AE) stood up in April 2004 as a result of the 2004 Department of Defense (DoD) Appropriations Act, which is the public law that established AE functions across the federal government. At that time, the scope and mission of AE was being defined based on its relationship with the existing contracting organization – then situated as a sub-element under the Directorate for Administration (DA). AE recently underwent a formal reorganization to better reflect the changes that have occurred since its creation.

One such change was the full stand-up in 2004 of the Acquisition Policy and Outreach Office (AE-1). The primary focus of AE-1 is acquisition policy development, oversight and guidance, and acquisition process improvement, in addition to supporting the chief financial executive, who leads the Financial Management Solutions – the DIA portion of the NSA-led, end-to-end acquisition/financial management system. AE-1 is also developing an acquisition outreach program to help educate the acquisition work force throughout the agency. Additionally, AE-1 has taken the responsibility of the agency's Government Purchase Card Program from the Office of Engineering & Logistics Services (DAL) to provide more functional acquisition oversight.

In February 2005, AE experienced a change in leadership; Mark J. Bogart assumed the position of acquisition executive. Bogart has significant experience in the acquisition arenas of both contracting and program management, and has previously served with the Defense Logistics Agency, the Navy's Polaris, Poseidon and Trident Fleet Ballistic Missile Systems, and, most recently, with the Defense Information Systems Agency.

Former Director Vice Adm. L.E. Jacoby broadened the AE mission from a focus of DIA-specific contracting, to acquisition and program management oversight of the entire span of General Defense Intelligence Program (GDIP) projects and funded programs. In this regard, the agency approved the creation of the position of senior expert for program management

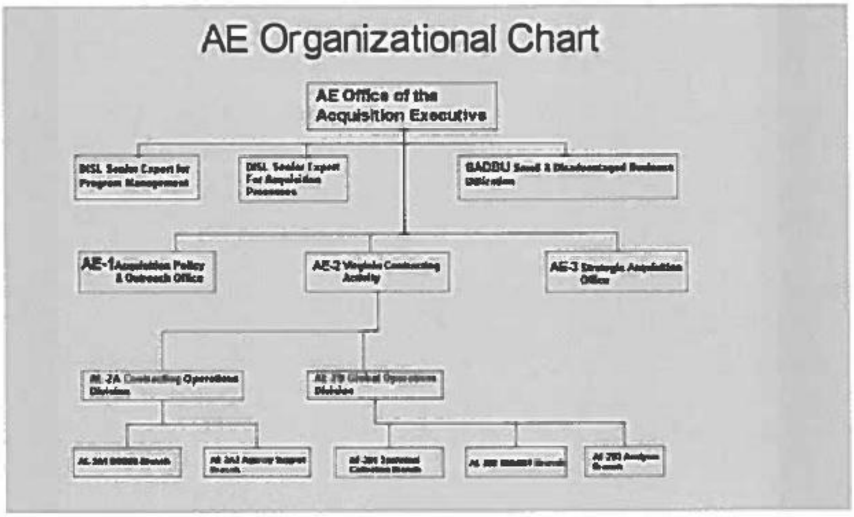
to provide increased acquisition oversight and governance of the GDIP programs.

DIA has also increased its efforts towards achieving Chief Financial Officer (CFO) Act Compliance. In support of this, AE provides senior acquisition expertise, in partnership with the Office of the Chief Financial Executive (FE), to improve acquisition processes and acquisition management. This partnering is focused at re-engineering the acquisition/financial management processes and the information technology (IT) systems that support them. Because of the broad scope and complex nature of this endeavor, a senior expert for acquisition processes was created to lead these activities on behalf of DIA's acquisition domain.

In addition, AE has realigned the Small and Disadvantaged Business Utilization Specialist (SADBU) function from under the Head of Contracting Activity to directly under AE to reflect the increased responsibility of the position at the agency level. While this position has day-to-day supervision by AE, there is a statutory reporting line to the director, DIA as set forth in regulatory guidance governing the agency SADBU.

The former Contracts Management Office has been renamed Virginia Contracting Activity (AE-2) and has begun a program to embed more of its employees within DIA customer sites. As of now, there are one to three-person cells embedded in the Joint Field Support Center (JFSC), Missile and Space Intelligence Center (MSIC), National Media Exploitation Center (NMEC), Directorate for MASINT & Technical Collection (DT), and Directorate for Human Intelligence (DH). More cells are planned to be in place in the near future in response to requests by directorates to get additional senior level help from AE in acquisition planning and performance-based contract management

The DoD Intelligence Information System (DoDIIS)/GDIP IT Way Ahead implementation is significantly impacting the AE-2 organization, requiring a larger cadre of contract specialists to manage DIA and soon-to-be capitalized combatant command IT requirements. The Contracting Operations Division (AE-2A) has been reorganized to accommodate the implementation by formally creating the DoDIIS Branch (AE-2A1). AE-2A1 is paralleled by the Agency Support Branch (AE-2A2), which provides contracting for all of the mission support functions of the agency.


AE Organizational Chart
AE Office of the Acquisition Executive
DISL Senior Expert for Program Management
DISL Senior Expert For Acquisition Processes
SADBU Small & Disadvantaged Business Utilization
AE-1 Acquisition Policy & Outreach Office
AE-2 Virginia Contracting Activity
AE-3 Strategic Acquisition Office
AE-2A Contracting Operations Division
AE-2B Global Operations Division
AE-2A1 DoDIIS Branch
AE-2A2 Agency Support Branch
AE-2B1 Technical Collection Branch
AE-2B2 HUMINT Branch
AE-2B3 Analysis Branch

The former MSIC Contract Support Division has been renamed the Global Operations Division (AE-2B) and expanded beyond its previous MSIC support role to include core intelligence mission functions and customers. AE-2B consists of a Technical Collections Branch (AE-2B1) that manages the growing DT program area; a HUMINT Branch (AE-2B2) primarily supporting DH; and an Analysis Branch (AE-2B3) consisting of several individuals supporting DI. These employees are located at both the DIAC and at MSIC. Additionally a team of 18 temporary-hire contracting officer technical representatives is currently deployed in various locations worldwide.

AE has also recently integrated the former Directorate for Information Management and Chief Information Officer Financial Executive Office Enterprise Management Group into AE as the Strategic Acquisition Office (AE-3). AE-3 will continue to perform all the functions it did as DS-FE3, but doing so within the AE organization since the principal mission of the office is

to provide acquisition solutions or vehicles and customer support to serve DIA and the greater GDIP enterprise.

AE-3 is composed of three teams, the Services Team, the Commodities Team and the Acquisition Support Team. The Services Team provides acquisition solutions for IT and business support services needs of DIA, DoDIIS and GDIP. The Commodities Team assumes responsibility for acquisition management of enterprise software licensing and IT hardware acquisitions for DIA as well as the larger DoDIIS community as part of the DoDIIS IT Way Ahead. The Acquisition Support Team serves DIA and the larger intelligence community in special projects; cross-DIA or cross-intelligence community efforts such as supporting the Community Acquisition Risk Center, IT and agency acquisition customer outreach, and the Federally Funded Research and Development Corporations program management and oversight.

For more information about AE and this reorganization, please see the AE Web site on Intelink at http://ae.dia.ic.gov/.

New Facility Promotes INCREASED PRODUCTION, TEAMWORK, SYNERGY

By UFAC and MFA Staff, DI

On Oct. 28, Underground Facility Analysis Center (UFAC) Director Michael Hodge and Military Forces Analysis Office (MFA) Director Jennifer Lasley cut the ribbon at the state-of-the-art Information Analysis Center (IAC). The two Directorate for Analysis (DI) elements celebrated the long-awaited relocation into their BAE Systems-owned building in Herndon, Va. The opening "marks a major milestone in the maturity of the UFAC as a truly integrated center," noted Hodge.

The relocation brings distinct elements scattered throughout the metro area into one facility. With this major hurdle behind them, both organizations can focus on meeting higher standards of performance, propelled by the expected analytic synergy this facility will afford them, added UFAC Deputy Director Pamela Jackson.

In commenting on the opening of the new building, DIA Deputy Director for Analysis Earl Sheck said, "I'm extremely proud of the results of the DIA's efforts to secure a first-class facility for our employees. This facility sets the standard for workspace that leverages leading-edge virtual technologies, encourages horizontal integration and provides an inviting environment for the next generation of intelligence analyst."

The IAC boasts several unique team-building features such as teaming areas designed to strengthen production, "storm cellars" for one-on-one discussions, cubicle configurations that emphasize teamwork and extensive conferencing features, including video teleconferencing areas on all floors.

The six-story building also features a café, library, auditorium and gym. Although some architectural decisions were driven by the building's size and shape, the work force was integral in establishing the workspace configuration, lighting, color scheme and furniture requirements for BAE Systems.

BAE Systems Vice President of Government Relations Bob Fitch said the facility was designed with the intent to "give [workers] a place where they'll be proud to work."

photo submitted by DI

Red Letter Day: MFA Chief Jennifer Lasley and UFAC Chief Michael Hodge formally open the IAC.

As Lasley pointed out, "The facility offers [exceptional] use of space for analytic teamwork, collaboration and mission accomplishment ... I hope DIA will use the design concepts in the Herndon facility as a model for future buildings."

BAE-IT President Bill Shernit accepted the Mid-Atlantic Construction Magazine's Award of Merit for what he terms an exceptional "mind over matter effort," accomplished in a little more than six months.

Hodge thanked both DIA and BAE Systems for "ensuring this project was a success story." He added, "The investment in a 21st century work environment will pay immeasurable dividends in improved collaboration and retention, and it sets the standard for future facilities supporting our national efforts. For the first time since its inception, the UFAC's nearly 300 employees will work under the same roof. We are already seeing the benefits of true horizontal integration, and I expect even more advancements will follow."

Maximizing the tradecrafts needed to fulfill the UFAC's unique tasking-requirements has been a multi-agency dream for the center consisting of DI, Directorate for MASINT and Technical Collection (DT), Directorate for Human Intelligence (DH), National Geospatial-Intelligence Agency and the Defense Threat Reduction Agency elements. The ceremony celebrated the union of the UFAC's five elements for the first time in the new facility. "We expect unprecedented synergy between the different federated groups, taking the UFAC to a much higher state of collaboration and horizontal integration of knowledge, tradecrafts and skills fusion into community-wide products and knowledge," said Jackson.

In existence since mid-2004, MFA was created to assume the combatant commands' responsibility for order-of-battle and forces analysis. Since August 2004, when MFA moved its initial staff of 15 analysts from the DIAC to temporary spaces, the organization has grown to more than 100 analysts and will continue expanding through the fiscal year 2007 as it assumes additional missions from the commands.

"The move to the Herndon facility came at just the right time," noted Lasley in considering overall plans.

"Relocation became a force multiplier of talent," said Near East Force Division Chief Larry Maguire, adding that "concentrating analytic power under one roof creates the potential for better intelligence and a better career path for analysts."

"There is no doubt that the Herndon facility's unique attributes will foster the collaborative environment we believe is essential to conduct the world-class analysis both today and in the future," said Lasley.

Interview with
DIA'S GENERAL COUNSEL

By Communiqué Staff, CP

George A.B. Peirce joined DIA as its general counsel in January 2004. The Office of the General Counsel (GC) provides DIA's leadership and staff directorates with legal advice and representation regarding all aspects of the agency's worldwide intelligence mission.

The Communiqué editor spoke with Peirce about GC's responsibilities and the services they provide to the work force, challenges they face and successes GC has experienced over the past year.

COMMUNIQUÉ: *Please tell our readers a little about yourself. How have your previous assignments prepared you for your current position as DIA general counsel?*

MR. PEIRCE: I joined the Army at the age of 18 and attended West Point, which is where my interest in law began. All cadets take one year of law courses — constitutional and military law — principally because they must understand the Constitution they swore to protect and defend. They are also required to understand the military justice system because they will play a significant role in it as future commanders.

photo by Laura Donnelly, CP

After two years in the field as a military police officer, I was fortunate to attend Harvard Law School and receive a good grounding in international law. In particular, I had a professor by the name of Richard Baxter, formerly an Army major who wrote the venerable field manual on the law of land warfare and who later went on to become a U.S. judge in the International Court of Justice at The Hague. Getting to this position was a competitive effort and law school was certainly competitive when you have classmates like John Roberts, who is now chief justice of

the United States. Harvard was a lively intellectual environment.

My first introduction to intelligence and the intelligence community was in Sinop, Turkey, where I was the command judge advocate. We had both Army Intelligence and Security Command, and Navy Security Group folks there watching the Soviets. Later, in 1986, I had a tour in the Army General Counsel's office where I was given the intelligence portfolio for oversight of Army intelligence activities. That was the year of Iran-Contra, so it was a real educational experience as well. In fact, if I had any significant accomplishments it was writing a memorandum that stopped the delivery of a scheduled shipment of Hawk missile parts to the Iranians. I didn't know the ultimate destination at the time but the request for transfer of Army equipment to the CIA had not dotted all of its I's and crossed all of its T's under the Arms Export Control Act. Consequently, the Army General Counsel non-concurred in the requested transfer and the deputy secretary of defense agreed and a week later the Beirut periodical blew the lid off Iran-Contra – those were exciting times. After I left active duty in 1988, I made the decision to stay in the Army Reserve.

My Justice Department experience and private practice in Washington, D.C., gave me a better understanding of the federal courts and federal litigation, which is something we do here with the able assistance of the U.S. Attorneys.

After the Sept. 11 terrorist attacks on the United States, I volunteered for mobilization and I had a chance to serve for a year as the deputy staff judge advocate of the U.S. Joint Forces Command, which had become an operational headquarters for Operation Noble Eagle – the land and maritime defense of the United States in the wake of the terrorist attacks. We had to deal with all sorts of domestic and international legal issues concerning the Global War on Terrorism. For instance, where captured detainees would be placed, as well as an array of intelligence-related activities. That year of experience was one of the best preparations I had for my current position here at DIA because GC is in a lot of ways very similar to a combatant command staff judge advocate office. GC is pretty leanly staffed and we have a very broad array of issues, both domestic and international.

COMMUNIQUÉ: *For those who may be unfamiliar with your organization, briefly explain your responsibilities and the variety of services that GC provides to its DIA customers. What is the impact of laws and regulations on the conduct of intelligence operations?*

MR. PEIRCE: The General Counsel's mission is to provide legal guidance and representation for DIA, its leadership and staff on all matters that affect DIA's worldwide intelligence mission. We currently have 16 attorneys, a paralegal specialist and two administrative officers located at the Pentagon, Clarendon and the Defense Intelligence Analysis Center. However, two of those attorneys are loaned elsewhere: Susan Gibson is on loan to the Director of National Intelligence General Counsel, and Alan Ott is commanding a mobilized Army military intelligence battalion in Iraq. We also get part-time support from an Army judge advocate general (JAG) reserve captain and a very talented law student.

"THE GENERAL COUNSEL'S MISSION IS TO PROVIDE LEGAL GUIDANCE AND REPRESENTATION FOR DIA, ITS LEADERSHIP AND STAFF ON ALL MATTERS THAT AFFECT DIA'S WORLDWIDE INTELLIGENCE MISSION."

We have attorneys embedded within the Directorates for Human Intelligence (DH) and Human Capital (HC), the Directorate for Analysis' Joint Intelligence Task Force for Combating Terrorism (JITF-CT), and we have an attorney embedded within the Office of the Acquisition Executive's Virginia Contracting Activity office (AE-2). With that configuration, we handle a wide range of legal matters both as counselors and instructors, and also as DIA's representatives in contentious litigation. These matters could include legal review on proposed intelligence collection operations involving both human intelligence and measurement and signatures intelligence; counterterrorism; government contracts; fiscal law; government ethics; civilian and military personnel matters, which include equal employment opportunity and discrimination claims; international law and international agreements; legislation and legislative proposals; and the application of other federal laws such as the Freedom of Information Act and Privacy Act.

"ON THE OPERATIONAL FRONT, GC HAS SOLIDIFIED AN AGREEMENT WITH THE NATIONAL COUNTERTERRORISM CENTER THROUGH ITS ATTORNEYS TO ENSURE THEY SEND COUNTERTERRORISM INFORMATION MORE FREELY TO OUR JITF-CT ANALYSTS."

One of the critical roles GC plays in conjunction with our colleagues in the Office of the Inspector General (IG) is what is called intelligence oversight, which simply ensures that DIA conducts its intelligence activities in compliance with governing laws and regulations. The conduct of intelligence activities in the federal government is governed in significant measure by presidential executive order, EO 12333, United States Intelligence Activities, which was recently amended. That executive order is further implemented within the Department of Defense by directives and regulations. It's these executive branch directives and regulations that govern our day-to-day activities. They grew out of the intelligence abuses of the 1960s and early 1970s, which were highlighted in the Church and Pike congressional committee investigations – such as using military intelligence to monitor domestic political activities. The safeguard against that is the executive order signed in 1981 by President Reagan and reaffirmed by President George W. Bush, as well as our implementing directives. Now, Congress has also weighed in substantially with the Intelligence Reform and Terrorism Prevention Act which went into effect last December – that reorganized the intelligence community and added a number of operational provisions like information sharing and coordination of human intelligence and joint DoD/CIA activities.

Congress has also passed federal statutory provisions that govern requirements for reporting intelligence activities to the appropriate congressional oversight committees. So our activities in GC are attuned to all of these various legal and policy authorities at different levels within the government.

COMMUNIQUÉ: *How do you ensure compliance?*

MR. PEIRCE: In terms of intelligence oversight, we, in conjunction with the Office of the Inspector General, ensure compliance by inspections and reviews and by educating the work force. For example, the Joint Intelligence Task Force for Combating Terrorism deals with intelligence information concerning people within the United States from time to time, which we are permitted to collect, retain and disseminate if it's part of our mission and falls within one of the many categories listed in the implementing DoD regulation – the regulation implementing Executive Order 12333. There is often some misunderstanding about that, so to help clarify the ground rules, my deputy general counsel for counterterrorism, Warren

Hall, prepared an intelligence oversight briefing which has been given to the JITF-CT work force so they understand the ground rules and can act comfortably and freely within those rules. As you can see, ensuring compliance is a combination of education and inspection.

COMMUNIQUÉ: *What about protection or representation of DIA employees? In the conduct of my official duties as editor of the Communiqué, if I were to slander someone in the magazine and DIA and I were sued, what protection or representation, if any, could you give me?*

MR. PEIRCE: Let's say for instance you as the editor of the Communiqué allegedly libel someone in the magazine and you and DIA were sued. Ultimately, representation may be provided by the Department of Justice after a determination that whatever you did was done in the performance of your official duties and was not outside the scope of your duties. What effectively happens is that the government takes the case if the lawsuit is brought in state court, and the government substitutes the United States as the defendant and moves for removal of the case to federal court. The case is then against the United States rather than against you. Again, that's a determination that has to be made by the Justice Department in individual cases.

COMMUNIQUÉ: *Give us an idea of the kinds of legal issues GC deals with on a regular basis. What is a "typical" work day for you and your staff?*

MR. PEIRCE: Let me start off of by saying there is no typical day here in GC – that's a part of the legal adventure. Any given day for our attorneys could include a review of a HUMINT operational and financial plan, preparation for a hearing in a government contract case before a board of contract appeals or in an equal employment opportunity case. We could be reviewing proposed intelligence sharing agreements with a foreign intelligence organization, preparing a written response to a congressional committee inquiry that has legal issues, fielding a legal question from activities supporting hurricane relief efforts, meeting with lawyers from other intelligence organizations on information sharing and access issues, providing ethics guidance to a departing DIA employee on post-government employment restrictions, teaching the law of war or ethics to DIA 101 and the Tomorrow's Intelligence Professionals program. I could go on and on, but my point is many things could spontaneously come up and therefore there is no typical day in GC.

COMMUNIQUÉ: *What are your main goals and priorities for the office? How can other components of DIA assist you with meeting your objectives?*

MR. PEIRCE: My job is to ensure we accomplish GC mission by providing sound and timely legal guidance and representation to our work force, and in litigation obtaining fair and just results. I also ensure that everyone in GC gets the opportunity to pursue professional advancement through training and education.

"THE DIA WORK FORCE IS AN INTELLECTUAL POWERHOUSE AND CONSEQUENTLY ALL OF US IN GC HAVE THE WELCOME CHALLENGE OF KEEPING IN TIP-TOP PROFESSIONAL SHAPE TO KEEP UP WITH OUR CLIENTS."

Beyond that, one of the challenges any legal office may face is persuading the work force to seek out legal review and guidance without hesitation. Even when the matter at hand doesn't appear to raise a legal concern, it's better to allow the lawyers to conduct issue spotting reviews, which look at situations or sets of facts and determine whether there are legal concerns beneath the surface. Serious consequences can occur when a non-lawyer reviews a plan or proposal and says there's no need to bother GC because they don't see any legal issue – we don't mind being bothered; in fact, that's why we are here. The individual may not recognized the legal question lurking just beneath the surface. It's our job to do that, and so we welcome those inquiries.

I've urged my fellow seniors to get the lawyers involved and engaged at the front end of the planning process – don't wait until everything is locked and loaded and then ask for a legal review – you may be told you need to unload the weapon and reconfigure. If GC can get in at the front end we can help you configure your plan to accomplish your mission and stay away from any legal problems. That's our role in GC, to use the law as an enabler, not as a barrier to mission success. We can achieve that much more effectively and efficiently when we are brought in at the outset of a project. DIA is getting better at including us at the beginning of the process, and we have enhanced our assistance by embedding attorneys in some directorates.

COMMUNIQUÉ: *What types of issues should GC oversee/ review that many people tend to overlook? At what point should the lawyers get involved?*

MR. PEIRCE: Operational planning is one issue people tend to overlook. Sometimes operational planning gets pretty far down the road before someone suggests coordinating with GC. People tend to view ops planning as more operational than legal and yet the reality is that laws, regulations and policies impact operations. Anything involving funding, personnel actions, and intelligence activities in general and in relations with non-government organizations can sometimes involve legal concerns that aren't immediately apparent. Again, as I mentioned before, send documents to GC even if they don't appear to raise a legal question. It's better to be safe than sorry.

COMMUNIQUÉ: *What do you feel are some significant successes and contributions that GC has made during the past year to support DIA and the intelligence community?*

MR. PEIRCE: On the operational front, GC has solidified an agreement with the National Counterterrorism Center through its attorneys to ensure they send counterterrorism information more freely to our JITF-CT analysts. GC has also actively participated in the intelligence community working group concerning information sharing and information access, which produced draft reports on the sharing of information such as foreign intelligence surveillance materials that are gathered by other agencies, but we need access to as well.

GC has met with the Strategic Command (STRATCOM) attorneys to exchange information on our legal missions and to ensure that there is seamless legal support for the DIA's director and his new role as the commanders of the STRATCOM Joint Functional Component Commander for

Intelligence Surveillance and Reconnaissance.

Another recent GC success is our teaming with IG and completing a detailed report on DIA's involvement with a foreign intelligence source known as "Curveball", who was identified in the WMD Commission Report to the president in March 2005. Our report sets forth the detailed evidence showing that our defense HUMINT personnel were proactively engaged in the effort to evaluate Curveball's reporting of information on Iraq's biological warfare capability. There are other contributions I can't discuss in unclassified terms, but I can say on the record that our efforts reflect the dedication and professionalism of our attorneys and our support staff, and their firm commitment to our clients' mission.

COMMUNIQUÉ: *What guidance would you give to young law students aspiring to work within the intelligence community?*

MR. PEIRCE: My advice comes from a good source; it's from a Harvard law professor when I was a student. At that time I was very interested in international law and my professor said, before you can become a good international lawyer, and in this case before you can become a good intelligence lawyer, you must first become a good lawyer, which means mastering the basic areas of legal knowledge in American law, especially our Constitution, and developing the analytical, written and oral communication skills that provide the foundation for success as a lawyer. Those abilities help ensure future success if you choose an area of specialization like practicing law in the intelligence community. I would like to add that in evaluating attorney applicants for GC billets, we certainly consider the value of specialized legal experience such as in the national security arena – but at the same time the most important characteristics we look for are professional skills and accomplishments as an attorney.

COMMUNIQUÉ: *What else would you like the DIA work force to know about GC?*

MR. PEIRCE: Anyone who needs legal guidance concerning DIA business will find our attorneys readily accessible and responsive to their needs. The DIA work force is an intellectual powerhouse and consequently all of us in GC have the welcome challenge of keeping in tip-top professional shape to keep up with our clients. Having that challenge is terrific, and therefore DIA is a great place to practice law – it's an honor and a privilege for us to serve with the DIA professionals who have such a critically important role to play in protecting and defending our nation.

> "OUR EFFORTS REFLECT THE DEDICATION AND PROFESSIONALISM OF OUR ATTORNEYS AND OUR SUPPORT STAFF, AND THEIR FIRM COMMITMENT TO OUR CLIENTS' MISSION."

UNITED STATES MARINE CORPS
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Above - The students of MILFAM class 0506 examine the exterior of a CH-46 at the Presidential Helicopter Support Unit at Quantico.

Welcome to MILFAM

By Mickalei "Mick" O. Meyer, HC

The first day of DIA's Military Familiarization Course for the Civilian Intelligence Analyst (MILFAM) began at 6 a.m. with physical training. Many of my 26 classmates from agencies throughout the intelligence community struggled to stretch during the morning physical training program.

MILFAM's objective is to educate analysts about the U.S. military so they can better understand and support the warfighting customer. During the two-week course, we visited U.S. military facilities and became familiar with equipment. As a class, we visited various Virginia military installations such as: the Naval Station Norfolk, Naval Amphibious Base Little Creek and Langley Air Force Base. We also visited the Coast Guard at Dam Neck and the Marine Training Facilities at Quantico. The core of MILFAM is the time spent with military personnel at each of these bases who generously share their facilities, time and expertise. Students are given the opportunity to learn about military life firsthand.

Below - Jaime Peden, CIA, enjoys the view from the pilot's seat of a CH-53 of the Presidential Helicopter Support Unit at Quantico.

photo submitted by HC

Being on base gave our class the chance to talk with soldiers about their work, the rewards and challenges of military life and how analysts can better serve their operational needs. It was a valuable chance to see how our work as analyst fit into the overall picture of U.S. military operations.

Our class received briefings at the Joint Forces Staff College (JFSC) from a member of each branch of the armed services. Navy Cmdr. David Snow explained the Navy's job of maintaining sea lines of communication, projecting power forward from the sea and protecting U.S. citizens. Marine Maj. Graham Hoppess explained the unique role of the Marines as the only fighting force tasked with operations on land, sea and air. Army Maj. Steve Massie explained the work of the Special Operations Forces, and what their role plays within the services. Air Force Lt. Col. Ben Leitzel and Army Maj. Evancho "Ivan"

Michael also explained the roles they play within their service areas. Many civilian personnel went out of their way to explain their roles to the warfighter during their classified briefings.

Our final speaker, the JFSC Commandant, Maj. Gen. Kenneth J. Quinlan, challenged us to remember the warfighter when we're back in Washington, D.C., writing products. Listening to the briefings and meeting with the general provided the opportunity to see our work as analysts from a different perspective and learn how we could better serve our customers.

The first week, the afternoons were generally spent with the operating forces. We had the opportunity to tour the 3,500 ton Oliver Hazard Perry Class frigate the Elrod. We were briefed in the Joint Transformation Intelligence Center (JTIC) and then went on-board the 97,000 ton Nimitz class carrier the Harry S. Truman. We traveled to Langley Air Force Base where we received a mission briefing and a unit intelligence update from the 1st Fighter Wing. After the briefings, we watched the F-15s and F/A-22 take off and land and we were able to view the F/A-22 up close. Later in the week, we drove out to Dam Neck where we toured and received a briefing at the U.S. Coast Guard Atlantic Intelligence Fusion Center. We also were allowed access to two 6,900-ton Los Angeles class fast attack submarines, the Oklahoma City and the Albany.

The second week began with training with the Navy's Assault Craft Unit 4 at the Naval Amphibious Base Little Creek. There, we toured a 175-ton landing craft air cushion and received a briefing. While at the base we were able to visit with the U.S. Marine Reserve Unit at Little Creek and had the opportunity to climb into an assault amphibious vehicle.

We then traveled to the Marine Training Facilities and went through the night lab, an indoor obstacle course which is navigated in the dark while wearing night observation devices. Our class also received training on the M-16 assault rifle and the M-9 pistol, and we were permitted to partake in the simulated firing range with both weapons. The simulated weapons used are real weapons that operate on compressed nitrogen and lasers instead of live rounds and gas recoil, thus saving the military thousands of dollars on ammo. We also received a demonstration and safety briefing on how to run the Marine obstacle course. As a class we helped each other through the course without any injuries — not counting bruises. After the obstacle course, we received a briefing and a K-9 demonstration from the U.S. Marines military police.

Throughout the second week, we received a briefing from the Quantico Crash Fire Rescue Unit. Some students got to play firefighter while actually handling a full-bore fire hose, sitting in the trucks and, of course, playing with the siren. We then traveled to the Presidential Helicopter Support Unit where we received a briefing on and had the opportunity to climb onboard the CH-46 and the CH-53 helicopters. At the end of the week our class visited the Marine Corps Intelligence Agency (MCIA) where we received a comprehensive briefing on MCIA's mission and products. But all good things come to an end and we returned to DIA Thursday afternoon.

photo submitted by HC

(left to right) Jaime Peden, CIA; Catherine Elbare, DIA; Lisa Hersowitz, CIA; Mick Meyer, DIA/MILFAM PM; Andrea Bartuski, DIA; and Dave Bonner, DIA; take a few minutes to enjoy a seat on board a CH-46 helicopter, of the Presidential Helicopter Support Unit at Quantico.

MILFAM is an outstanding course that's a lot of fun, useful and educational. Not only was I a student, I am also the program manager for the MILFAM course. I extend this invitation to everyone to join us and live a once-in-a-life-time adventure.

Tomorrow's FUTURE TODAY

To date more than 300 students have graduated from DIA's Tomorrow's Intelligence Professionals (TIP) program. The ultimate goal of TIP is to continue to grow and develop into a world-class employee orientation program that trains new DIA employees to be fully cognizant of the agency mission, vision, core values and culture and enable employees to enter their jobs more smoothly and with a positive impression of DIA.

> *"As our time together comes to an end, we find ourselves armed with information that has increased our self-knowledge, improved our understanding of the intelligence community and our place in it and tweaked our leadership skills."*

Below is a speech given Dec.16 by graduating student Karen Ruster, an intelligence officer for the Joint Intelligence Task Force for Combating Terrorism (JITF-CT). Ruster's remarks summarize the lessons the students learned in the course and the bond they shared. It also captures the motivation the graduates feel as they start their careers with DIA.

"Good morning. My name is Karen Ruster and I work in JITF-CT. My classmates selected me to address you on their behalf, and I am honored and privileged to do so.

"From the beginning, this class has stood out as a remarkable group of individuals. We come to this agency from a wide diversity of backgrounds and offer a rich variety of talent, work experience and education. But what really sets this group apart is its profound synergy — the unique dynamics that have allowed us to prove repeatedly that, as a group, we are greater than the sum of our parts. A fortuitous combination of ability, positive energy and enthusiasm has infused our collaborative efforts and made of each team-building exercise — win or lose — a rewarding and successful learning opportunity.

"In the same way that intelligence analysis can only transcend the sum of its parts when informed by a number of different sources, we found that our teamwork experiences were always far more successful when informed by the wide diversity of experience and viewpoints available to us. To rely on one person's knowledge and experience alone to achieve common goals is ultimately as ineffective as relying on just one source of intelligence to find that nugget of truth that may save lives. Our collaborative experience of the past eight weeks has definitively proved the importance of all-source analysis.

"As our time together comes to an end, we find ourselves armed with information that has increased our self-knowledge, improved our understanding of the intelligence community and our place in it and

tweaked our leadership skills. We stand poised and confident about taking on the challenges of an agency in the process of transformation and to do our part in bridging the gap between the DIA of tomorrow and that of yesteryear.

"Those of you in the audience who will be welcoming us back to our offices — we urge you to take your responsibility seriously and to do your utmost to support, mentor and promote us to the best of your ability. We are the bright, able, energetic professionals DIA has been seeking with such determination. We embody core values such as integrity and moral courage, professionalism, and respect for others. Your challenge is to do your part for work force retention by establishing a healthy atmosphere in which we may learn, grow and move forward; one that will allow us to fulfill our promise and be all that we can be.

TIP, as you know, stands for Tomorrow's Intelligence Professionals. We prefer to think of ourselves from this day forward as Today's Intelligence Professionals. We are excited and eager to return to our offices not only to prove our individual worth, but to work towards making DIA the envy of the intelligence community.

We hope you're ready for us!

"It is good to have an end to journey towards. But it is the journey that matters, in the end."

Army First Sergeant Change of Responsibility Ceremony — LEADING THE WAY FROM THE FRONT

By Mika J. Cross, HC

Dec. 1 was a momentous day in DIA history. The U.S. Army Element (HCH-3AR) executed its second Change of Responsibility Ceremony where outgoing 1st Sgt. Gail M. Demery relinquished responsibility to incoming 1st Sgt. Sheldon W. Chandler Jr.

Demery was DIA's first Army first sergeant charged with the care, training, development and the overall well-being of all Army soldiers assigned to the agency. She joined DIA and the Military Personnel Division (HCH) in 2003 and, throughout her tenure, managed to reinvigorate the "Army Pride" that is sometimes lost when soldiers are assigned to locations with no centralized, designated unit standards and training – or no first sergeant to hold them accountable.

Since her arrival, Demery took charge and developed numerous programs that enhanced the fitness, morale and esprit de corps of DIA soldiers. She instituted the mandatory, quarterly Common Task Training (CTT) along with measurable standards; enforced service-mandated urinalysis testing; created opportunities for professional development training for all non-commissioned officers (NCO); es-

Photo by Mika J. Cross, HC

(left to right) Army 1st Sgt Gail Demery, Army Maj. Michael Davis and Army 1st Sgt. Sheldon Chandler.

Character: Be a piece of the rock
Communication: Without it you travel alone
Focus: The sharper it is, the sharper you are
Problem Solving: You cannot let your problems be a problem
Responsibility: If you won't carry the ball, you can't lead the team
Self-Discipline: The first person you lead is yourself
Serventhood: To get ahead, put others first
Teachability: To keep leading, keep learning
Vision: You can seize only what you can see

tablished strict, consistently applied Army physical fitness test (APFT) standards by appointing a cadre of trained graders; and enforced the biannual APFT test standards for soldiers across the agency. "The title of first sergeant puts you up front to test your leadership skills," said Demery in her farewell speech. "Being a first sergeant and NCO is all about serving soldiers."

As she addressed the audience of soldiers, airmen, sailors, Marines, senior military officers and civilian employees, Demery shared her personal philosophy for success with incoming Chandler.

Demery is leaving behind an important legacy for DIA soldiers and is departing her position to volunteer for a six-month DIA deployment to Iraq. Maj. Michael Davis, commander of the U.S. Army Element, lauded Demery for her commitment and outstanding achievements. Davis was stationed with Demery in a prior assignment and remembered her dedication to the professional development and mentorship of NCOs and officers alike. As he turned over the floor to incoming Chandler he stated, "I won't tell you to fill her (Demery's) shoes. I'll ask you to fit them." Davis encouraged Chandler to serve the soldiers well and promote the Army values.

When Chandler took the floor, he thanked his family, his new and former leadership and mentors who helped his career along the way. Chandler confirmed he will take the job to the next level and regards his selection as an honor that he will treat with respect and dignity. Chandler is a former infantryman who has been a soldier and has led soldiers since 1992. He previously served DIA as the course manager and senior instructor for the Intelligence Analyst Course, Joint Military Intelligence Training Center.

DIA's IEO Hosts Quarterly ATTACHÉ POLICY LUNCHEON

By Army Maj. Nicolas J. Lovelace, IE

More than 100 foreign defense attaches attended the quarterly policy luncheon hosted by the DIA's International Engagements Operations Group (IEO) Dec. 8 to hear the DIA's new director address the Washington, D.C., defense attaché corps. DIA hosts this quarterly luncheon in honor of the newly accredited defense attaches in order to welcome them to Washington, D.C., and introduce them to members of the Defense Foreign Liaison staff who serve as their primary points of contact within the agency. For most of the attaches, this was their first opportunity to meet Army Lt. Gen. Maples and to hear his vision for the future of defense intelligence.

The Defense Foreign Liaison Office is part of DIA's Office of International Engagement (IE), comprising of regional desk officers; attaché coordination and operations staff who process the nominations

for accreditation; a protocol section; and an information management and administrative support team. The organization currently maintains liaison with approximately 175 Washington, D.C.-based foreign defense, assistant defense and defense cooperation attaches from more than 100 countries. As such, Defense Foreign Liaison serves as the gate-keeper through which these senior foreign military officials routinely gain access to and resolve issues with the U.S. Department of Defense (DoD) and DIA.

After acknowledging the warm welcome by the assembled attaches, Maples decided to forego his prepared remarks and address the corps and invited guests off the cuff in order to better capture his feelings on the importance of the attaché corps and their contributions toward addressing strategic issues affecting the global community.

"The world hasn't shrunk, but the ability to communicate and pass information has made international relations much more important. Transnational issues affect all nations and as military members of many different countries we bring a unique perspective to these issues and together, we can often influence them to help reach our common goal of improving life for all mankind," said Maples.

Born in Germany as the son of an Army officer, Maples lived in the Philippines as a young boy and later went back to Germany to attend high school. Explaining to the guests that he had spent a majority of his formative years and military career overseas, he shared with them his excitement and enthusiasm in the upcoming opportunities to travel and meet many foreign counterparts and professionals. Maples emphasized the importance of consulting with the attaché corps and the unique insight into their cultures that they bring to the intelligence community and DoD, reminding them that no matter the size of their country or military, they were all equal as accredited attaches and senior military representatives. He further endorsed IE's initiative to expand their

New attaches with the dean of attaché corps (left to right) Brig. Gen. Abmad Sarhan Al Faqih, Jordan; Col. Geir Wiik, Norway; Brig. Gen. Richard Lim, Singapore; Col. Kwame Opong-Kye Kye Ku, Ghana; Rear Adm. Michiel Hijmans, Netherlands; Maj. Gen. Martin Orlando, Colombia; Col. Vicente Gimeno, Spain; Brig. Gen. Omar Eliali, Lebanon; and Sr. Col. Surask Prachumyaat, Thailand.

Photo by Air Force Staff Sgt. Jera Stubblefield, DA

engagement strategy with the foreign attaches and seek their input on questions of mutual interests.

Maples concluded his remarks by opening the floor to questions and fielding some very pertinent and difficult questions on Iraq and his vision for defense intelligence. In response to a question posed by a defense attaché regarding a potential, early pull out from Iraq, Maples reaffirmed the administration's intent to "stay the course" and took the opportunity to thank America's allies for their continued support. He summarized his vision for DIA by saying the agency must continue to support the War on Terrorism while simultaneously transforming to address future threats and realign its priorities to effectively use all intelligence resources to enable the combatant commanders to successfully execute their missions.

Army Lt. Gen Maples receives a gift from Netherlands Rear Adm. Michiel Hijmans, dean of attaché corps, for being the keynote speaker at the Quarterly Attaché Policy Luncheon.

Photo by Air Force Staff Sgt. Jera Stubblefield, DA

Policy luncheons have evolved during the last two decades as the number of accredited defense attaches has more than doubled. In order to accommodate the growing attaché corps that developed in the late 1990s, the accreditation ceremony became more inclusive and all standing defense attaches were invited to witness their new colleagues receive their certificates of accreditation. This format includes the opportunity for the chairman of the Defense Attaché Association (DAA), who also serves as dean of the Defense Attaché Corps, to formally recognize members of the DAA who are departing Washington, D.C., for their respective home country.

DAA was formed on March 1, 1989, as a representative body for the foreign military attachés accredited to DoD, as opposed to those accredited individually to the Army, Navy and Air Force. The primary purpose of the association is to provide an official organization through which relations with the U.S. defense and military structure can be fostered at the departmental level with these military diplomats. DAA serves as the focal point for official interaction with DoD, the private sector and non-DAA members corps of foreign defense attachés as a whole. DAA also provides a forum for social events and professional activities outside official governmental channels, such as with elements of U.S. defense industry. Membership is open to all defense and defense cooperation attachés and their accredited assistants. Although it is much younger than the equivalent official service attaché organizations, it has the distinction of having the most senior foreign military attachés posted to Washington, D.C., as its members.

DoDIIS WAY AHEAD for Dummies

By Keith A. Ragsdale, DS

As an enterprise, the Department of Defense Intelligence Information System (DoDIIS) community currently operates under a distributed environment with numerous servers running countless applications on multiple systems across the enterprise. This tends to create inefficiencies, increase costs and ultimately impact user productivity.

The DoDIIS community can no longer keep pace with the intelligence community (IC) demands using these dispersed, redundant information systems, networks and applications. It has become too costly, cumbersome and risky to maintain this distributed legacy infrastructure and network.

Thus was born the DoDIIS Way Ahead — an enterprise-wide effort to consolidate all General Defense Intelligence Program (GDIP) information technology (IT) assets, resources and capabilities within the combatant commands (minus the U.S. Special Operations Command), U.S. Forces Korea, the Multi-National Force-Iraq and DIA under one centrally managed and regionally executed umbrella. The goal is to achieve a global enterprise service delivery model operating under a consolidated, enterprise-centric environment that facilitates the global availability of data and information.

What exactly does this mean? This means that the IT personnel, billets, funding, equipment, etc. from across the commands and DIA will all be consolidated into a single DIA/DoDIIS entity, which also means that DIA will be acquiring nearly 700 new billets and personnel from across the commands. In fact, effective Oct. 1, DIA officially took operational control of these assets and personnel, which gave the DoDIIS Chief Information Officer Mike Pflueger, deputy director for information management and chief information officer, the authority to direct those IT functions across DoDIIS. This includes involving organizing and employing personnel, assigning and prioritizing tasks and designating objectives, giving him the authoritative direction necessary to accomplish the DoDIIS intelligence IT mission as a consolidated enterprise. The IT assets and personnel within the commands will become full-fledged members of DIA on Oct. 1 of this year.

So, how will the DoDIIS Way Ahead take these consolidated assets and achieve the necessary global service delivery model? Likely the largest and most vital component to achieving this goal will be completion of the Regional Service Center (RSC) initiative. Completion of this initiative will foster the migration of numerous independent defense intelligence IT centers across the commands into five globally linked, full-service centers where data repositories, applications, hardware, licensing, core servicing and systems management will be consolidated and centralized to provide net-centric enterprise capabilities and IT infrastructure to defense intelligence community customers. This concept constitutes a cultural shift from everyone "owning" their own data and IT

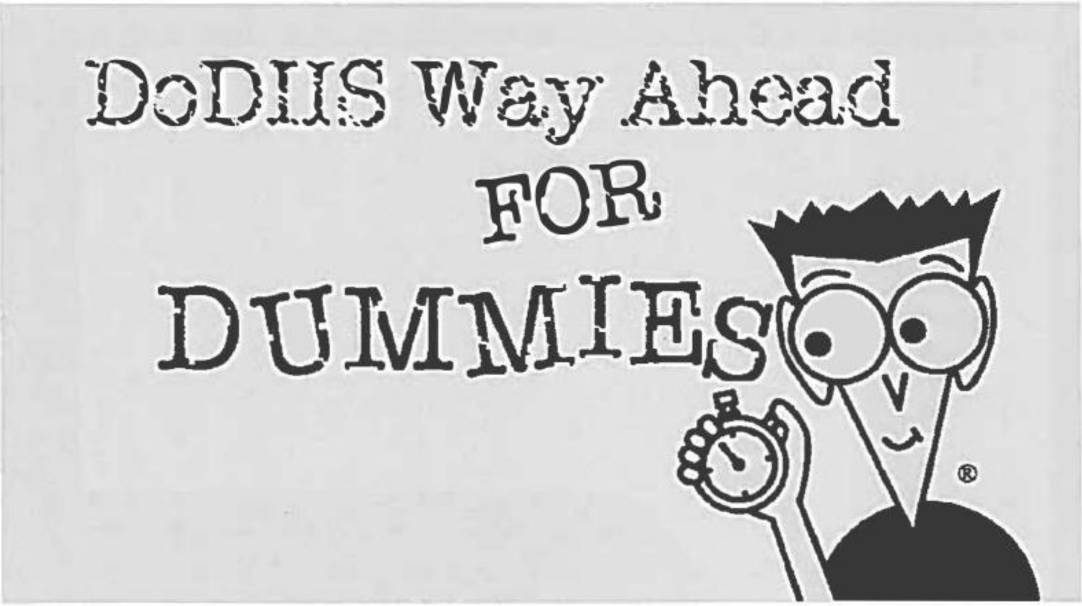
capabilities to one where data, IT services and tools are globally available and reside on, or are accessible through, the enterprise that connects the analysts and customers together.

Comparable to an enterprise data warehouse, the five RSCs — located in Florida, Colorado, Hawaii, Europe and at the Defense Intelligence Analysis Center — are the enablers to providing access to data and IT services and form the foundation for data to be centrally meshed and managed as a single entity transparent to the users. This construct will provide users with a uniform toolset across the DoDIIS enterprise, which will enable more complete analysis and will speed the ability to go from day-to-day information, to knowledge, to actionable intelligence.

The DoDIIS Way Ahead effort will provide greater efficiency, increase productivity and enhance security as well as enhance knowledge discovery and creation by equipping analysts and collectors with global access to powerful analytic and knowledge discovery tools to conduct aggressive all-source analysis across multiple security domains. In addition DoDIIS Way Ahead will foster a common operating methodology that will significantly enhance global collaboration and information sharing and provide added resources for unfunded requirements, problem solving and new capabilities through cost-efficiencies gained from the consolidation of licensing, common services, tools and data.

The DoDIIS Way Ahead will shape, modernize and strengthen the global effectiveness of GDIP IT resources, enabling DoDIIS to provide the right tool, with the right technology for the rapid conversion of information into knowledge — any time, any where.

> "What exactly does this mean? This means that the IT personnel, billets, funding, equipment, etc. from across the commands and DIA will all be consolidated into a single DIA/DoDIIS entity, which also means that DIA will be acquiring nearly 700 new billets and personnel from across the commands."



Civilian and Military PERSONNEL UPDATE

Civilian and Military Retirements, Anniversaries and Promotions in October and November 2005

By Office of Human Resources, HC

Civilian Retirements
Christina D. Childers, DI
Raymond C. Compton, DT
John P. Dorsey, DI
Lorraine Hodge, DI
John D. Holmgren, DA
Robert A. Isaacs, DH
Jeanne L. Jones, DI
Marilyn C. McCabe, CS
Rachel D. Nash, DI
Roland E. St Germain, DI
William T. Tang, DA

Employees Celebrating 40 Years Federal Service
Buster D. Walker, DI
Raymond O. Webb, DI

Employees Celebrating 35 Years Federal Service
Brian G. Benoit, DI
Michael L. Hanson, DI
Robin T. Huddleson, DI
Ellen K. Taylor, DS
Drew R. Winneberger, DA

Employees Celebrating 30 Years Federal Service
Gloria J. Brown, MC
Martha E. Duncan, HM
Wayne B. Edwards, DI
John M. Ervine, DI
Judy D. Harne, DI
Gregory R. Innocent, DI
George Jupin, MC
Bella Kushner-Fisher, J2
Marilyn C. McCabe, CS
Kathy B. McKenzie, DA
Antoinette W. Morris, DS
JoAnn E. Pennington, HC
Barbara A. Rhenish, IE
Joyce M. Rucker-Barnes, DI
Janet L. Sperry, FE
David Stringfellow, HC
Sarah G. Wilton, DI
Virginia C. Winslett, DS

Employees Celebrating 25 Years Federal Service
Melissa A. Applegate, DI
Lawrence A. Beach, DI
Sandra G. Butler, DI
JoVonnie D. Cole, DI
Lisa H. DiGregorio, DH
David M. Evans, DA
Christine I. Garrison, HC
Paul E. Goschy, DI
Jenny E. Hill, DI
Robert H. Hunsinger Jr., DI
Linda G. Johnston, DA
Hugo A. Keesing, HC
Daniel F. Landers, DI
Dean B. Markussen, DI
Richard K. McGruder, DA
Daniel F. Obrien, DI
Lydia W. Patterson, DI
Charles W. Rolen, DI
Senia M. Tucker, HC
George Q. Tuggle, DI
Michael L. Vinyard, DH

Employees Celebrating 20 Years Federal Service
Angela D. Acklin, IE
Tiffany P. Beasley, DS
William H. Brabazon, DI
Robert P. Buchanan, DI
Florene O. Carrington, HC
David C. Cassimus, DI
T. Michael Celley, DI
Doreen A. Deare, DI
Robert J. Flavin, DS
Avis P. Frazier, DS
Peter G. Galik, DH
Kenneth R. Gerhart, CP
Elecia L. Hackley, DS
Brian D. Howard, DH
Ricky A. Hudec, DI
Ellen E. Jackson, HC
Roberta A. Jones, DH
Michael J. Kane, DS
Kim A. Lance, DH
Andrew J. Lasick, DA
Bridgett L. Lomax, DH
Laurie A. Moore, DA
Henry H. Mungle, DA
Gayle D. Murchison, DH
Rachelle R. Overby, DA
Bertha J. Page, DS
Valerie K. Ramsey, DH
Anya M. Steward, DS
William H. Trail, DA
Phillip E. Webster, DI
Diana B. West, DH

Employees Celebrating 15 Years Federal Service
Selena A. Adams, DS
Kimberly A. Bolden, DI
Craig K. Contardi, DS
Patrick M. Conway, IE
Logan K. Cox, DH
Joseph W. Dobbels Jr., DA
Jonathan D. Emery, DS

Mark T. Flanery, DI
Tyona N. Harris, HC
Tina A. Matthews, DS
Joseph H. Obermiller, DS
Stanley R. Pryga, DI
Brian G. Shellum, DA
Cecelia C. Smith, FE

Employees Celebrating 10 Years Federal Service

Anthony J. Baratta, DS
Bradley S. Barnett, DS
Peter F. Bythrow, DT
Augustine J. Ciabattoni Jr., DI
Michael C. Marynowski, DA
Richard D. Mestas, MC
Richard D. Owoh, DA
Gunnar J. Radel, DT
Robert A. Rerecich Jr., DI
Sheila B. Slaughter, DI
Albert Spraggins, DA
Deborah J. Temple, DI
Stephen M. Wilbur, DA
Katina L. Williams, CE

DIA Promotion to DISES

Eric Blatt, DI

DIA Promotions to DISL

Patrick J. Cashman, HC
Leroy E. Elfmann, IG
Laurie S. Kelly, CP

DIA Promotions to GG-15

Edwin E. Baer, HM
Bruce V. Browne, CE
David L. Danner, DA
Leland P. Dixon, DH
Cari L. Gast-Mulherin, DH
John F. Kavanagh, DA
Max M. Kingsley, DH
Noemi Pizarro-Hyman, EO
Brian C. Sample, DI
Nicole V. Sponaugle, DI
Charles B. Spring, AE
Samuel K. Stouffer, DH

DIA Promotions to GG-14

Christine S. Abizaid, DI
Erica Q. Barry, OEO
Lucille B. Cuffy, HC
Raymundo A. Custodio, FE
Paul M. Flemming, DT
Jennifer S. Green, DS
April D. Gregory-MacDicken, DI
Stephen B. Herwig, DI
Katherine A. Krantz-Powell, DI
Matthew R. Mailloux, DI
Victoria A. McIntyre, DA
Daniel T. Minton, DT
Mark A. Mitchell, DH
Eric S. Nichols, DH
Sharon R. O'Donnell, DH
Gary M. Patishnock, HC
Denise M. Peters, HC
Michael G. Purnell, AE
Andrew M. Ramotnik, CE
Alan D. Reed, DH
Teresa A. Reed, DA
Timothy M. Rider, CE
Fred S. Runo, HC
Lillian B. Samadani, DA
Bryan M. Savage, DI
Alan R. Schmidt, DI
Daniel G. Scott, DI
Larry M. Senger, DI
Terri L. Skender, DA
Jennifer H.C. Spooner, AE
Denise P. Sprouls, IG
Cynthia D. Tillotson, DS
Barry S. Truluck, DI
Barry L. Wenrich, DH
Frances A. Wonnum, DT
Michael G. Woods, DI

DIA Promotions to GG-13

Daniel T. Bair, DA
Taylor C. Call, DI
Roxanne M. Caulder, FE
Julie M. Cocks, DI
Angela L. Cole, DA
Mirella P. Cooksey, DI
Carrie L. Crawford, CE
Jonathan Davis, DI
Vickie L. DeStefano, DS
Margaret S. Dobrydnio, DI
Milancy D. Fleming, DI
Crystal N. Ford, CE
Nathan L. Hanks, DI
Robert L. Horner Jr., FE
Jamila K. Howard, DI
Richard A. Jacobs, DI
Nichele R. Jiles, DI
Joshua A. Krage, DS
Holly L. Loving, DA
Mark D. Macauley, DI
Francine M. McConville, HC
Yolanda McCoy, DS
Robert L. McGregor, DS
Christopher H. Mehl, DI
Dennis B. Ojst, DI
Valerie K. Ramsey-Belton, J2
Jimmy D. Rhoden, DA
Adrienne D. Sheasley, FE
Kelley J. Shreffler, DI
Terri H. Singleton, DH
Nnamdi J. Small, MC
Sarah M. Spence, DI
Patrick D. Stangee, FE
Felicia A. Taggart, DS
Lisa M. Walker, DI
Miriam H. Zimet, DI

DIA Promotions to GG-12

Nathan K. Adderson, DI
Melissa A. Auth, FE
Marlene T. Batchelor, DI
Andrew T. Binstock, GC
Patricia A. Bridgett, DA
Geoffrey T. Britton, DI
Sarah K. Burnett, IG
Carrie E. Callaghan, DI
Deborah A. Castiglioni, HC
Unyoung C. Cho, DI
Mirella P. Cooksey, DI
Linda G. Darby, FE
Vickie L. DeStefano, DS
Tiffani N. Ferrantelli, DI
Dennit W. Goodwin, Jr., DI
Sarah R. Gumina, EO
Pedro J. Guzman, DI
Christine C. Herrick, DI
Jenny E. Hill, DI
Brandon E. Hollonbeck, DI
Terry L. Jackson, DI
Richard A. Jacobs, DI
Nichele R. Jiles, DI
H. Russell Johnson, DI
Matthew L. Kaplowitz, DI
Michelle D. Kelly, DI
Matthew R. Klinger, DI
Marni D. Kruppa, DI
Stacy L. Kupcheni, DI
Jesse D. Lambert, DI
Michael J. Lapsevic, DI
Christopher P. Linke, DI
Brian S. L'Italien Jr., DI
Lorrie L. Luke, DA
Kari A. Malphurs, DI
Debora J. Manifold, DI
Deborah A. McBride, HC
Lloyd M. McCoy Jr., DI
Ever Morales, DI
Anne Moulakis, DI
Stanli O. Montgomery, DI

Kimberly N. Pellechi, DI
Andrew M. Pettigrew, DI
Kevin M. Phelps, DI
Ashlee A. Phillips, DI
John M. Reeves, DI
Candace M. Ross, DI
Eric D. Ruenes, DI
Darin C. Schow, DI
Jennifer R. Shoda, DI
Andrew I. Staller, DI
John A. Tartella, DS
Monica Z. Thomas, DA
Matthew A. Thompson, DI
Vanessa A. Thompson, DA
Jeremy L. Turner, DI
James D. Viers, DI
Jarvis L. Waters, DI
Tammy L. Wendinger, DI
Patrick J. Woods, DI

DIA Promotions to GG-11

Alexander L. Alum, DA
Stella R. Barnes, OP
Michele C. Blalock, DI
Laurent M. Butzbach, DI
Glenn A. Conklin, DA
Christopher A. Ellis, DI
Linda N. Eluma, DI
Felicia J. Ford, DA
Megan Hassett, DI
James A. Hawkins Jr., DS
Andrew L. Headley, DT
Sameer Hossain, DI
Ronda L. Johnson, DT
Kara L. Lloyd, DA
Amanda E. Love, DI
Kimberly Y. Luckado, DA
Michael J. Lynch, DI
Andrew H. Magoun, DI
Leslie A. Mastropietro, DI
Jennifer R. Nelson, DI
Andrea E. Nunes-Jones, DI
Andrea A. Peters, DA
Christopher P. Rowland, DI
Larry E. Stump, DH
Ryan J. Tan, DI
James T. Valentine, DA
Julia C. Vanderhoof, HC
Robert M. Volkert, DI
Kurt K. Weiand, DI
Marisa M. Wu, DI

DIA Promotions to GG-10

Eileen E. Acosta, DH
Ijeamaka J. Alfred, DI
Tonia Austin-Douglas, DA
Michele A. Bowie, DS
Paula J. Castro, DA
Tammy Y. Cawley, DI
Susan A. Fialkowski, DI
Ginger M. Florea, DI
James M. Gerbert, DI
Zachary M. Haldeman, DI
Bobby R. Horne Sr., DA
Ashmah H. Hosford, DI
Matthew W. Jackson, DI
Kathryn Kolowich, MC
Michele H. Lee, DI
Teresa A. Love, DI
Bernadette S. Malpaya, DI
Jennifer E. McMahon, J2
Suzanne M. Moret, HM
Connor M. Norris, DI
Javier F. Perthone, DA
Donesha B. Powell, DT
Eric H. Stupar, MC
Marisa A. Tugultschinow, DI
Benjamin B. Wallace, DI
Valerie L. Watkins, DI
Christen Wormer, DI
David C. Yantz, DI

DIA Promotions to GG-09

Naz Ahmed, DI
Donald Barton Jr., DI
Anola Boutah, DI
Amy M. Campbell, DI
Edwina Danielle Crable, DS
Kristen K. Dedinsky, FE
Linda S. Evans, DA
James E. Hall Jr., DA
Deborah A. Johnston, DT
Elizabeth A. Kiefer, J2
Lisa A. Lande, DI
Matthew G. Legas, DI
David A. Mack, DI
Kathy B. McKenzie, DA
David D. Miller, DI
Cherilyn Polhamus, DA
Matthew E. Reichenbach, DI
Stephen C. Sboray IV, DI
Edgar P. Tam, DA
Erin L. Valocsik, DH
Rachel K. Ziegler, DI

DIA Promotion to GG-08

Tara E. Edlund, DI

DIA Promotion to GG-06

Jessica L. Morgia, HC

Army Promotions

Lt. Col. Jeffrey L. Vestal, DH
Lt. Col. Joseph G. Halisky, IE
Sgt. 1st Class Francis Seitter, DH
Staff Sgt. Pamela E. Callanan, DH

Navy Promotions

Capt. Michael E. Devine, DH
Cmdr. John A. Fedorowicz, FE
Cmdr. Joseph Smith, J2
Lt. Cmdr. John Eaves, MC
Lt. Cmdr. Barbara Eubanks, J2
Chief Warrant Officer Michelle Barkwell, DH
Chief Warrant Officer Ralph N. Lambert, DH

Marine Corps Promotion

Master Sgt. LiGerald E. Jones, HC

Air Force Promotions

Senior Master Sgt. Mary A. Bechdel, MC
Senior Master Sgt. Alfred Hampton, DH
Master Sgt. Yvette Branch, J2
Master Sgt. Elizabeth Lee, DI
Tech. Sgt. Donald E. Buttram III, DH
Staff Sgt. Tracy K. Domino, DS
Staff Sgt. Ehizele Giwa-Agbomeirele, DS
Staff Sgt. Shawn P. Hutchins, DS

DIA Welcomes NEW EMPLOYEES

DIA Welcomes the Following Civilian and Military Personnel Who Arrived in October and November 2005

By Office of Human Resources, HC

Civilian Hires

Eric C. Anderson, DI
Floyd W. Anderson Jr., DS
Ruby M. Barnes, FE
Carol S. Beisel, DH
Darryl M. Bennette, DI
Cecil D. Berryman, HC
Shawn P. Boudreau, DI
Spencer Brown, DS
Derek C. Burdon, DI
Elizabeth S. Cantillo, DI
Crystal D. Carswell, DS
Ronald D. Carter, HC
Vincent G. Carter, DA
Amy S. Chang, DI
Ronald A. Clift, DS
Wesley T. Collins, DS
Brian T. Connelly, DI
Mary R. Crenshaw, DS
Pamela B. Dahlhauser, DI
Peter DeNesnera, DI
Stacey D. Durant, DT
Daniel R. Durham, DI
Lillian M. Earls, DT
Ronald D. Fleming, DT
Marcia L. Georgi, DT
Adam J. Godet, DI
Timothy G. Goodin, DS
Abelardo S. Grant, DH
Philip Gulck, DI
Joseph A. Hartenstine, DI
Trevor G. Hassett, DH
Darrell G. Herd, DT
K. David Heskett, DA
Laura L. Horton, DH
Jennifer L. Hudson, DA
Carolyn C. Hunter, DI
Larry R. Johnson, HC
Leigh A. Johnson, DA
Laura A. Judkins, FE
Thomas I. Judkins, DH
Kimila M. Kercheville, FE
Vickie D. Knox, DH
Vinko Kovanovic, DH
Michael F. Kuhn, DH
Jerome W. Lacy Sr., DT
James C. Linder, DT
Elvis K. Logan, HC
Dana A. Lomison, HC
James M. Martin, OP
Richard G. Mathews, DH
Jervon McBride, DS
Tiffany N. McCoy, DI
Marcy E. McDonald, DI
James P. McGrory, FE
Adam P. McLennan, DI
Donna R. McMullen, AE
Javier A. Medina, DI
Jacob P. Merciez, DT
Joseph S. Miles Jr., DI
Kenneth F. Miller, GC
Alison L. Minish, OP
Timothy J. Moench, DI
Christine L. Moore, DI
Stephen L. Mulligan, DI
Kimberly S. Murphy, DI
Daniel J. Nice, DH
David A. Osborne, OP
Jeffrey K. Pashai, DI
John C. Pemberton, DH
Brigitte Perina, DH
Rosanna M. Piluso, FE
Leigh C. Polintan, DI
Melissa F. Puskar, DS
Katherine E. Rahmlow, CP
Paul B. Rester, DH
Michael F. Scullin, DI
Melvina V. Semper, IE
Arlie R. Shelton, AE
Kenneth E. Sherwood, AE
Regina A. Shiver, HC
Elisa A. Skibsrud, GC
Laura C. Smart, DI
Charles Smith, DS
Keith C. Smith, DI
Bryan C. Stern, DA
Kris E. Stricklin, DH
Edward J. Swall, DS
Jean M. Taitano, DA
Jodi C. Thomas, DH
Christopher Thorpe, DA
Margaret W. Till, FE
Vinele D. Timmons, HC
Linda R. Waldenmaier, CS
Wesley W. Walker, DI
Robert H. Ware, DS
Charles E. Williams, DA
Joseph B. Winiarz, OP
Kristina A. Young, MC
Anthony F. Zimmermann, DI

Active Duty Assignments

Air Force

Lt. Col. Carrie M. Dodson, CE
Tech. Sgt. Jimmy W. Gower Jr., DT
Command Sgt. Maj. Robert R. Hale, DH
Capt. John J. Keys, HC
Maj. David D. Mckenzie, J2
Capt. David M. Ross, DI
Maj. Travis J. Ross, DS
Capt. Michael Z. Smith Jr., DS
Capt. Andrew J. Steffen, DH
Master Sgt. Paul Wilson, DH

Navy

Lt. Leah Amerling, DH
Cmdr. James N. Easaw, DT
Cmdr. Philip B. Enkema Jr., DH
Petty Officer 1st Class Donny M. Forbes, DA
Col. Charles L. Gibson, CE
Capt. Larry M. Gillis, DH
Lt. Kimberly A. Himmer, IE
Petty Officer 3rd Class David I. Lomeli, DI
Lt. Yerodin J. Mack, J2
Chief Warrant Officer Patrick M. Phillips, DH
Cmdr. Daniel F. Verheul, CE
Petty Officer 1st Class Brian M. Watson, DI
Capt. James R. White Jr., DH

on the HORIZON

events for February & March 2006

February

Black History Month

Ground Hog Day

February 1 National Freedom Day

February 2 Groundhog Day

February 5 Super Bowl Sunday

XL
SUPER BOWL
DETROIT
FEBRUARY 5, 2006

February 8 Overseas Travel Briefing, at noon, in the DIAC Expansion Conference Center, side B

February 9 Overseas Travel Briefing, at 10:30 a.m., in Clarendon room 810

February 12 Lincoln's Birthday

Happy Valentine's Day!

February 14 Valentine's Day

February 20 Washington's Birthday *(Presidents Day observed)*

February 28 Mardi Gras

March

Irish-American Heritage Month

March 8 International Women's Day

March 8 Overseas Travel Briefing, at noon, in the DIAC Expansion Conference Center, side B

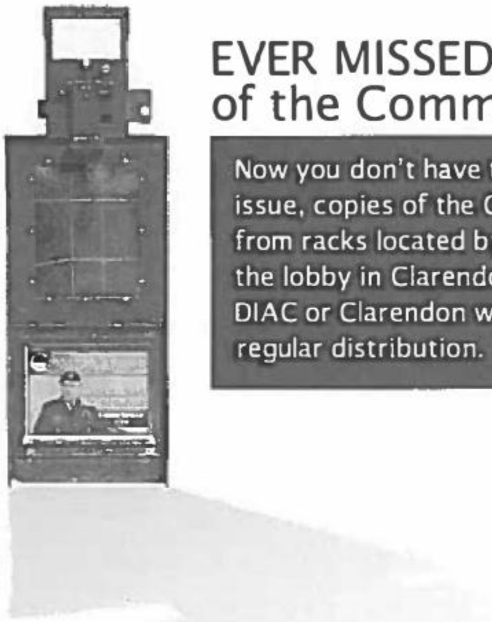
March 9 Overseas Travel Briefing, at 10:30 a.m., in Clarendon room 810

March 17 St. Patrick's Day

March 21 First Full Day of Spring

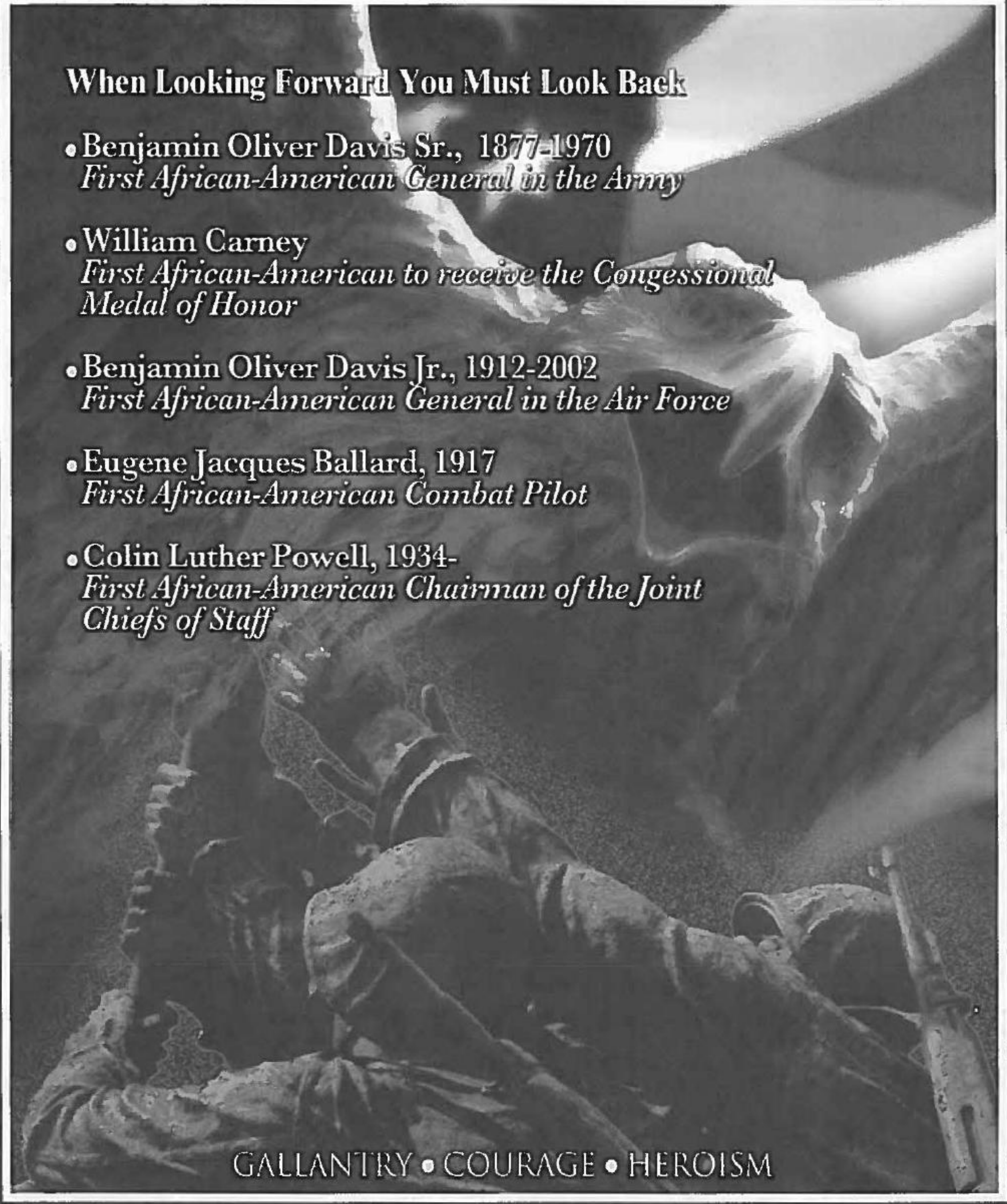
March 28-30 MASINT Training and Education, 8 a.m. to 4 p.m., in the DIAC Expansion Conference Center

For further information or updates concerning these events, please refer to the internal communications Web site.



EVER MISSED OUT on a copy of the Communiqué?

Now you don't have to. Starting with the March/April issue, copies of the Communiqué can be picked up from racks located by most elevators in the DIAC and the lobby in Clarendon. Offices not located in the DIAC or Clarendon will continue to receive copies via regular distribution.



When Looking Forward You Must Look Back

- Benjamin Oliver Davis Sr., 1877-1970
  First African-American General in the Army
- William Carney
  First African-American to receive the Congessional Medal of Honor
- Benjamin Oliver Davis Jr., 1912-2002
  First African-American General in the Air Force
- Eugene Jacques Ballard, 1917
  First African-American Combat Pilot
- Colin Luther Powell, 1934-
  First African-American Chairman of the Joint Chiefs of Staff

GALLANTRY • COURAGE • HEROISM

FEBRUARY IS

BLACK HISTORY MONTH